



V E R N O N
RESEARCH GROUP

2007 ACRA Salary Study

*Prepared for
American Cultural
Resources Association*

August 2007

Purpose & Methodology

Purpose

Background

The American Cultural Resources Association (ACRA) is a non-profit organization that serves the cultural resources industry. The cultural resources industry in the US is comprised of over 500 firms employing over 10,000 people in fields such as historic preservation, history, archaeology, architectural history, historical architecture and landscape architecture. ACRA offers support for the business needs of its practitioners, promotes professionalism, provides education and training, influences public policy and promotes awareness of cultural resources consulting for the cultural resources industry.

Research Objectives

Annually, ACRA conducts a salary study in order to gain information on salary rates and related financial information for both member and non-member cultural resource firms. The 2007 salary study evaluates the firms in the 2006 fiscal year.

The study addresses the following issues:

- Membership information
- Geographical information
- Type of organization
- General financial information
- Benefits information
- Salary and compensation information
- Importance and satisfaction of key member issues

The web-based study utilizes a series of discrete choice and open-ended questions to reach the targeted respondents and meet these objectives.

Methodology

Research Approach

Every year, ACRA administers a salary survey to both member and non-member firms in the cultural resources industry. The survey is designed to provide ACRA members with industry salary information and address issues that may be important to its membership. ACRA chose to administer the survey online in order to most efficiently and effectively gather the information from its target group.

Survey Instrument Design

The survey instrument was developed by ACRA and administered by Vernon Research Group. The study investigates respondent firms in terms of classification factors such as size and geographical location but also gathers detailed information about firms' finances and operations. Respondents were identified as either members or non-members during the course of the study, and each answered additional questions targeted toward their specific group.

Data Collection

The 2007 salary study was administered to both ACRA members and non-members. ACRA sent email invitations to these parties via the membership email database and various listservs to which ACRA members have access. Members were each given a password to enter the study, which allowed them to exit the study and return to complete it at any time.

The study was fielded on June 25, 2007 and remained available until August 20, 2007. In early August, email reminders were sent to encourage those who had not yet completed the study to participate. A total of 46 ACRA members and 12 non-members completed the study in an average of 35 minutes per respondent.

Sampling Plan

Both ACRA member firms and non-member firms were studied during the course of the research. Cultural resource firms of all sizes were studied in order to gain a broad view of the industry. While some university and government organizations completed the study, their responses were not included in the analysis.

Using Vernon Research Reports

As our clients' data are collected, they are entered into a database that provides data in a format usable by our statistical analysis software. We use the latest version of the SPSS® Software¹ for most of our data analysis. SPSS® is a powerful analytical program that provides a variety of functions, allowing our analysts to understand hidden and significant trends in the data. In addition, we use the most up-to-date software from Sawtooth® for our Choice-Based Conjoint and Adaptive Conjoint Analysis projects. These software tools allow in-depth analysis of pricing structures and consumer priorities in simulated market settings.

At Vernon Research Group, while we strive to provide a detailed, nuanced look at our clients' data, we also endeavor to present our findings in a succinct, straightforward manner—we use clear tables, charts and graphs to tell the story with as few words as possible, providing an in-depth understanding of those relationships that are *statistically* and *substantively* significant.

Our analysis begins with an exploration of the data, looking for relationships and data trends that are less obvious but may be of value to our clients. Once exploratory analysis is complete, we often consult with our clients again to come to a better understanding of the context in which data trends may occur. Confirmatory analysis of the data substantiates significant trends for inclusion in our reports. In order to uncover those significant associations, we routinely use several analytical procedures.

At Vernon Research Group, we strive to make our reports as clear and readable as possible. Many of the studies we carry out are long and the data complex, yet our clients generally want straightforward answers to their questions. To make these answers as precise as possible, we have developed several different ways to present data that make sense for most of our clients—our graphics and tables are designed to highlight the most critical data in a short, easy to read format.

¹ SPSS® originally stood for Statistical Package for the Social Sciences, but now SPSS® has grown a great deal and provides software for a wide variety of academic AND non-academic applications. Pressed for an answer, customer service at SPSS® reports that the acronym stands for Statistical Products and Service Solutions.

Open-End Tables

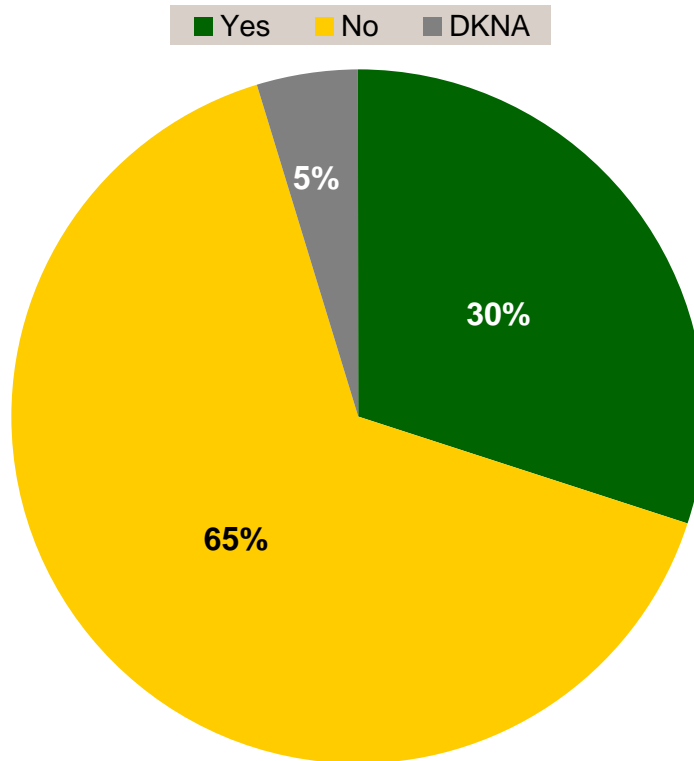
Vernon Research open-end tables are designed to consolidate the massive amount of information that can be gathered from an open-end response into a simple and easy to read table. Report pages with an open-end table will always have columns for number of responses and percentage of respondents. Note that with open-end questions, it is often the case that there are more responses than respondents due to some responses being put into multiple categories.

<i>S12. What is your favorite color for your work area or garage?</i>	Number of Responses	Percentage of Respondents
Red	97	32%
Gray	53	18%
White	49	16%
Black	44	15%
Blue	34	11%
Silver/chrome/stainless steel	11	4%
Brown	10	3%
Green	7	2%
Yellow	6	2%
Orange	2	1%
DKNA	9	3%
300 Total Respondents Gave	322 Responses	

Pie Graphs

Vernon Research pie graphs are designed to be easy to read, and report pages with pie graphs will always include the question text and number of respondents.

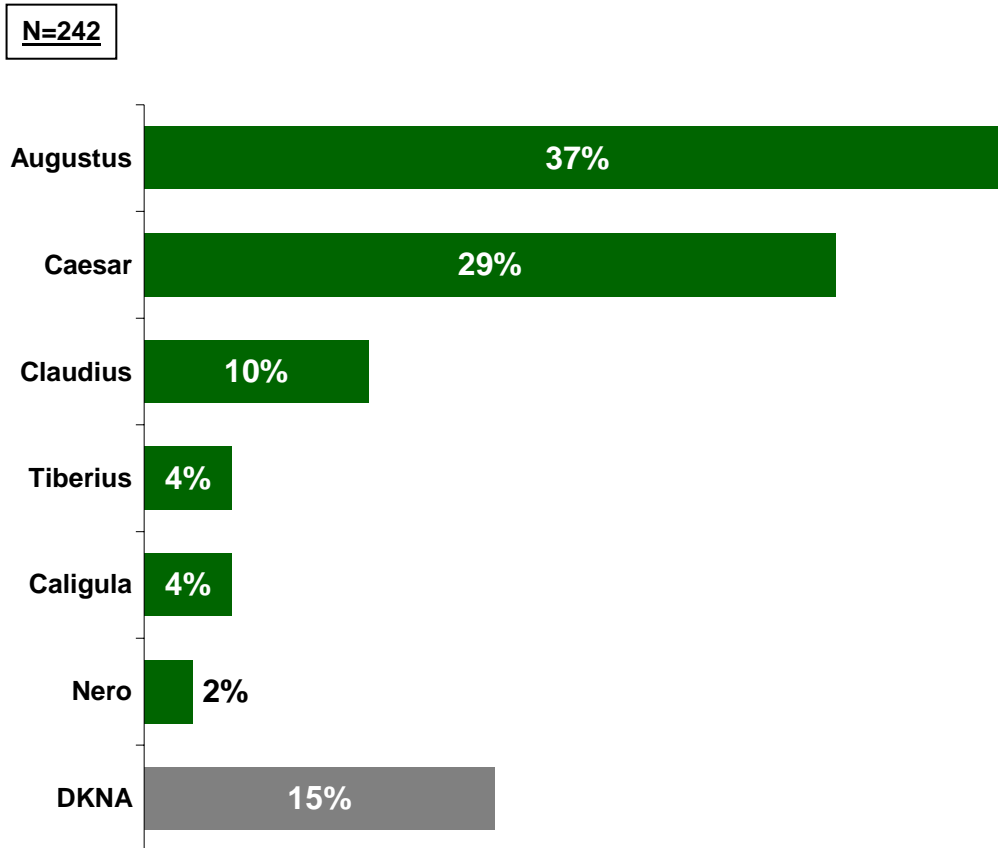
N=380



Q1. Do you enjoy jumping into the air?

Horizontal Bar Graphs

Vernon Research bar graphs are designed to be easy to read, and report pages with bar graphs will always include the question text and statistics such as mean, median, and standard deviation, where appropriate.



Q8. Which Roman emperor was your favorite?

Gap Analysis

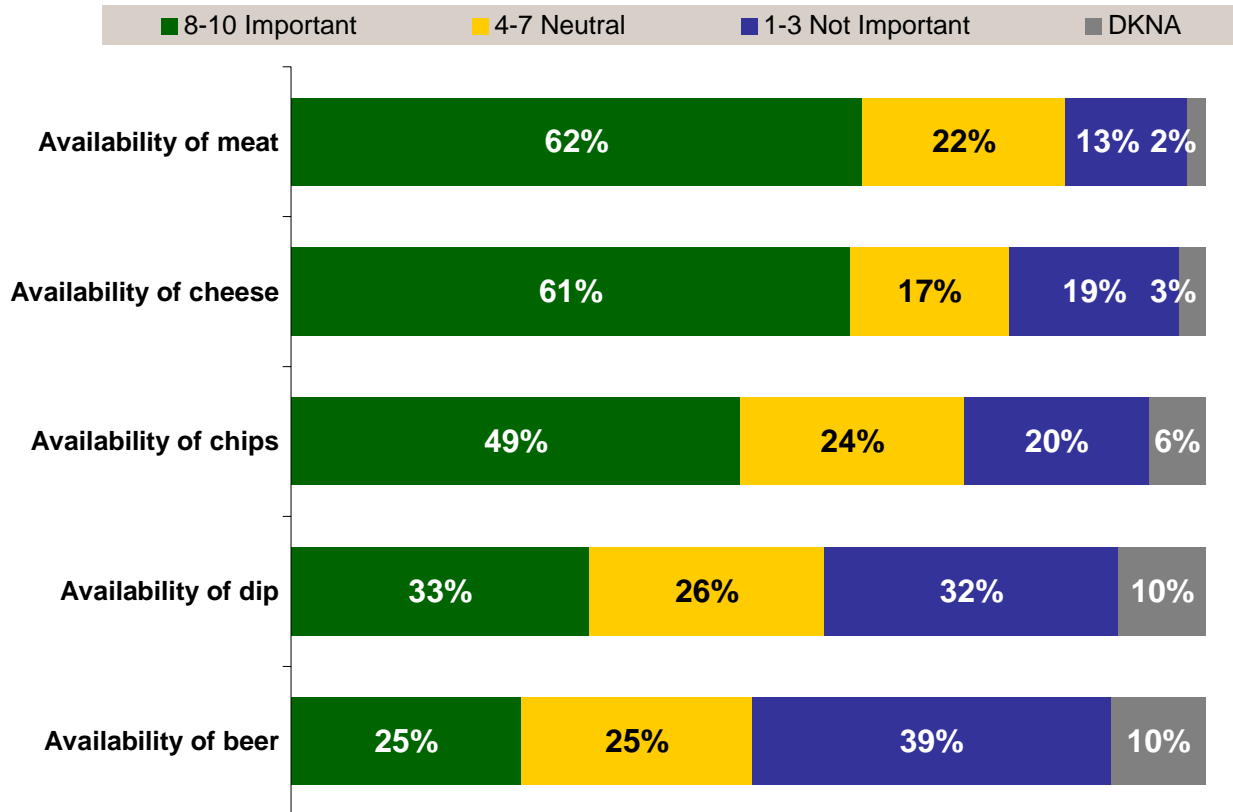
Vernon Research gap analysis tables reveal attributes that are beating expectations, meeting expectations and missing expectations. Gaps are determined by subtracting the importance rating from the satisfaction rating. Gap analysis tables will always be color coded to indicate significance of gaps. Significance is determined by a Paired Sample T-Test.

	Importance	Satisfaction	Gap
Local broadcast channels availability	7.6	6.4	-1.2
Ability to contact cable company by phone	7.3	5.4	-1.9
Price paid for service	6.8	4.3	-2.5
Premium or special cable channels availability	5.3	5.2	-0.1
Ability to contact cable company by e-mail or Website	4.8	4.2	-0.6
Field/repair service from cable company	4.8	4.9	0.1
Additional services offered (HDTV, Internet Access, etc.)	4.4	4.8	0.4
Local government programming	3.8	4.5	0.6
Local Community Bulletin Board	3.7	4.5	0.8

Gaps highlighted in green signify satisfaction ratings significantly higher than importance.
 Gaps highlighted in red signify satisfaction ratings significantly lower than importance.

Horizontal Stacked Bars

Vernon Research horizontal stacked bar graphs are designed to give you an easily understood and consolidated look at the distribution of scalar ratings by three categories. Report pages with scalar graphs will always include the question text and where appropriate, the mean.



Q24. On a scale of 1 to 10 with 1 being 'Not at all Important' and 10 being 'Extremely Important', please rate the IMPORTANCE of each of these products to a Super Bowl party.

Findings

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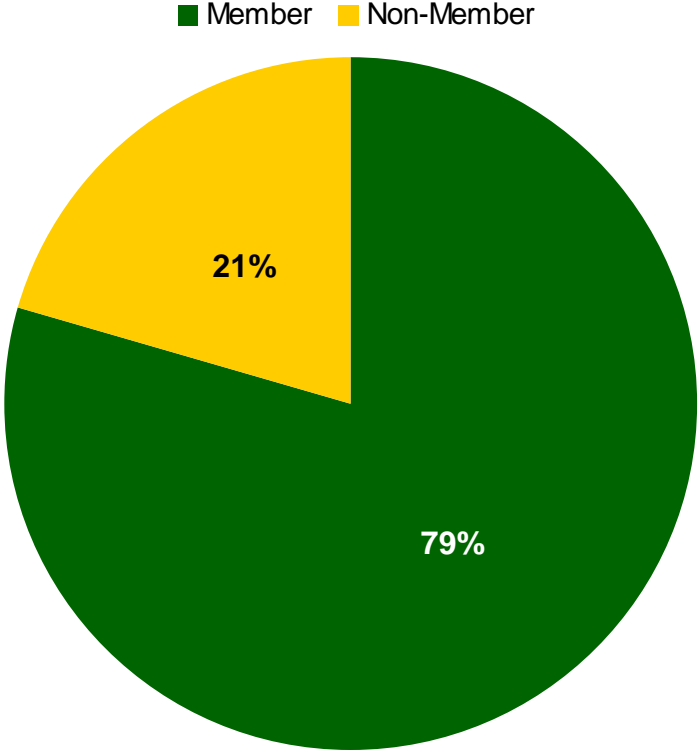
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Membership Status

A total of 46 ACRA members and 12 non-members participated in the study.

N=58



Q4. Is your company a member of ACRA?

Respondents indicating that they were part of a government organization or university were not included in analysis.

State

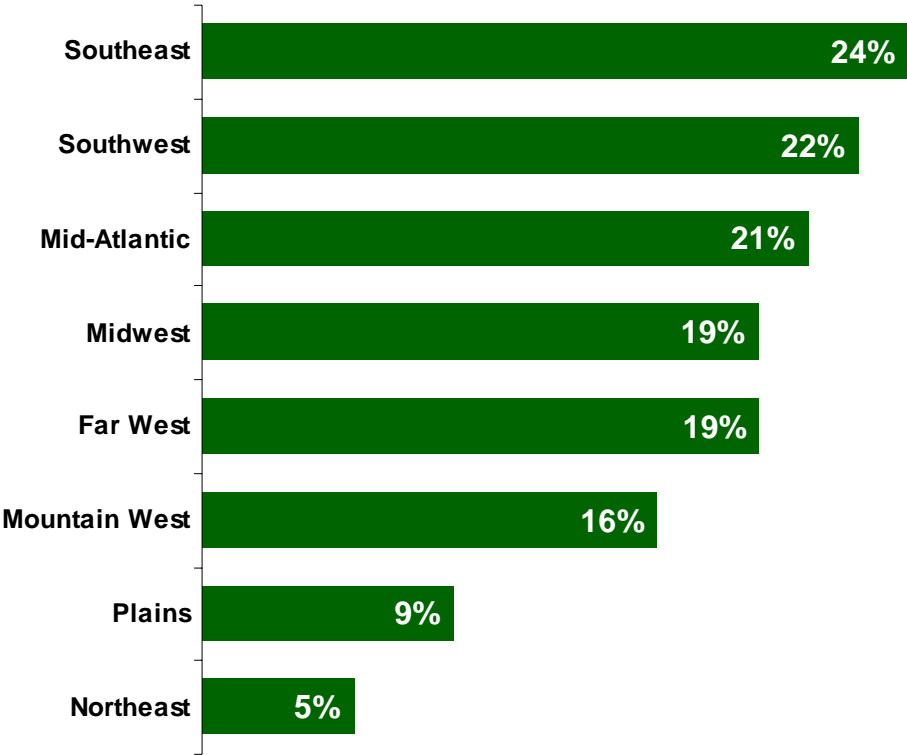
Organizations from 25 states responded to the study.

<i>Q7. In what state is your company headquartered?</i>					
State	N	%	State	N	%
California	9	16%	Ohio	2	3%
Georgia	4	7%	South Carolina	2	3%
New Jersey	4	7%	Washington	2	3%
Texas	4	7%	Wisconsin	2	3%
Arizona	3	5%	Alabama	1	2%
Colorado	3	5%	Idaho	1	2%
Pennsylvania	3	5%	Kentucky	1	2%
Florida	2	3%	Maryland	1	2%
Iowa	2	3%	Michigan	1	2%
Missouri	2	3%	North Dakota	1	2%
New Mexico	2	3%	Utah	1	2%
New York	2	3%	Virginia	1	2%
North Carolina	2	3%			
58 Total Respondents					

Primary Business Region

The fewest number of respondents conduct the majority of their business in the Plains or the Northeast.

N=58

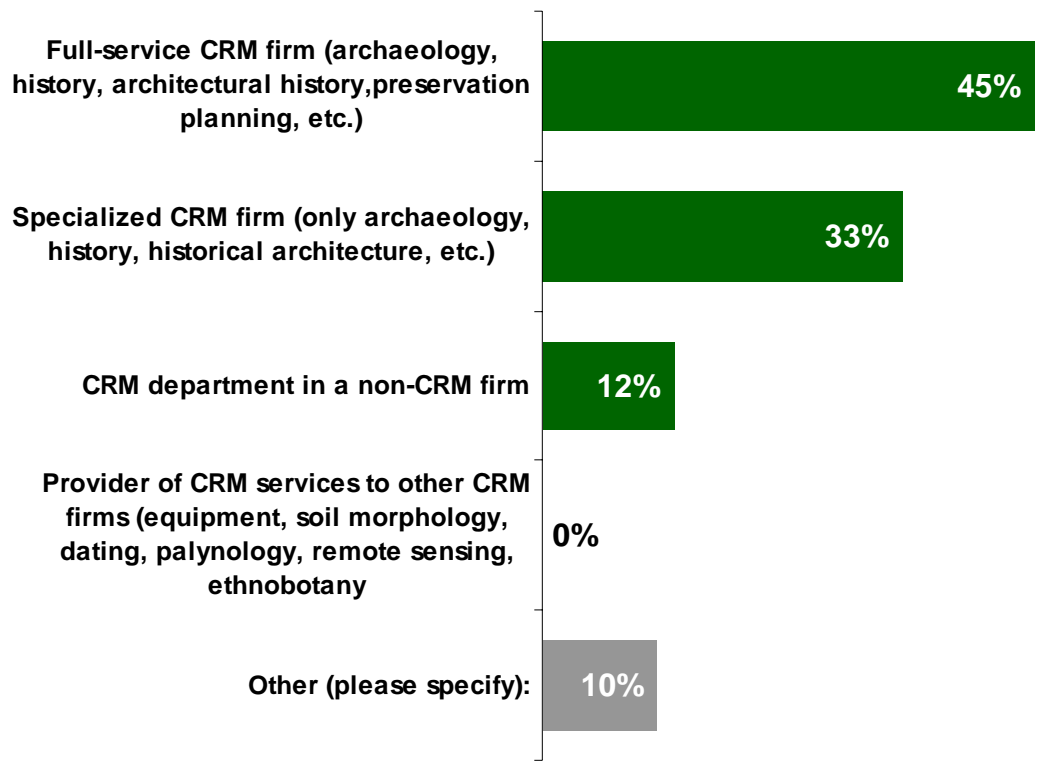


Q8. In which region does your company do most of its business? (select all that apply)

Nature of Work

45% of respondents work in a full-service CRM firm. Another one-third work in a specialized CRM firm.

N=58



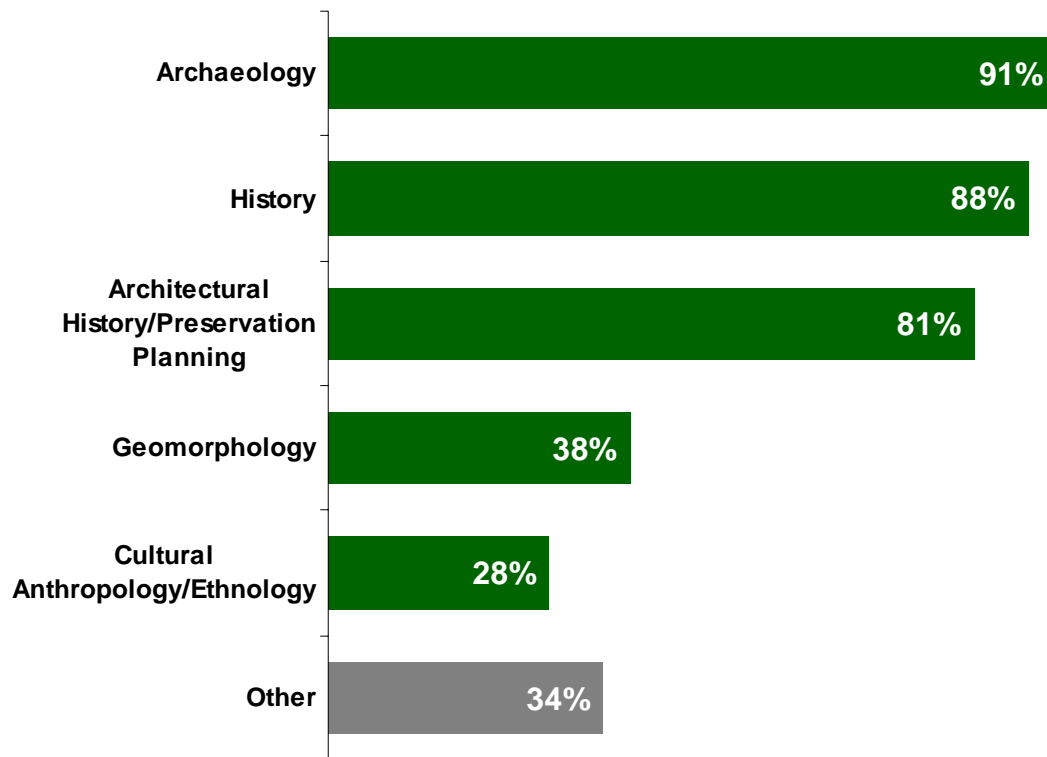
Q9. Which of the following best describes your company's work?

Q9. Which of the following best describes your company's work?	N	%
Single mentions	6	10%
DK/NA	14	24%
20 Total Respondents Gave	20 Responses	

Services Offered

Many firms offer multiple services. Archaeology, History and Architectural History/Preservation Planning are offered by over 80% of the firms.

N=58



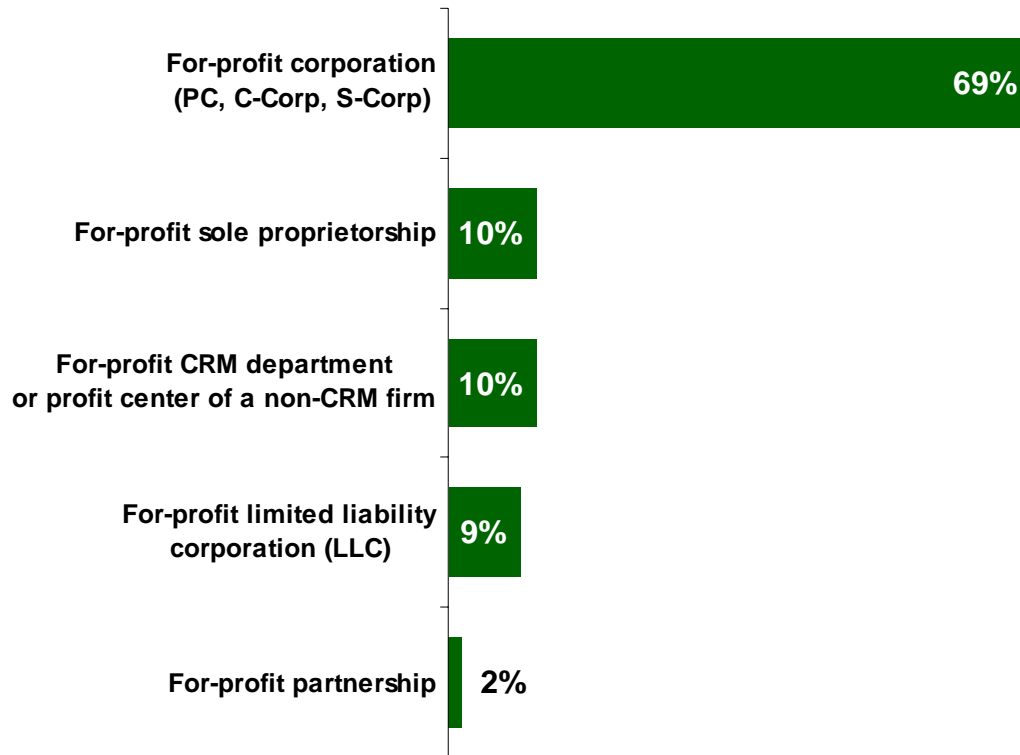
Q10. Which of the following services do you offer?

Q10. Which of the following services do you offer? (Other)	N	%
Architecture	3	5%
Historical/heritage	3	5%
Design	2	3%
Cemetery	2	3%
Ecological/environmental/faunal	2	3%
Paleoethnobotany/paleontology	2	3%
Engineering	1	2%
Materials conservation	1	2%
Single mentions	8	14%
20 Total Respondents Gave	24 Responses	

Type of Organization

Over two-thirds of respondents are part of a for-profit corporation.

N=58

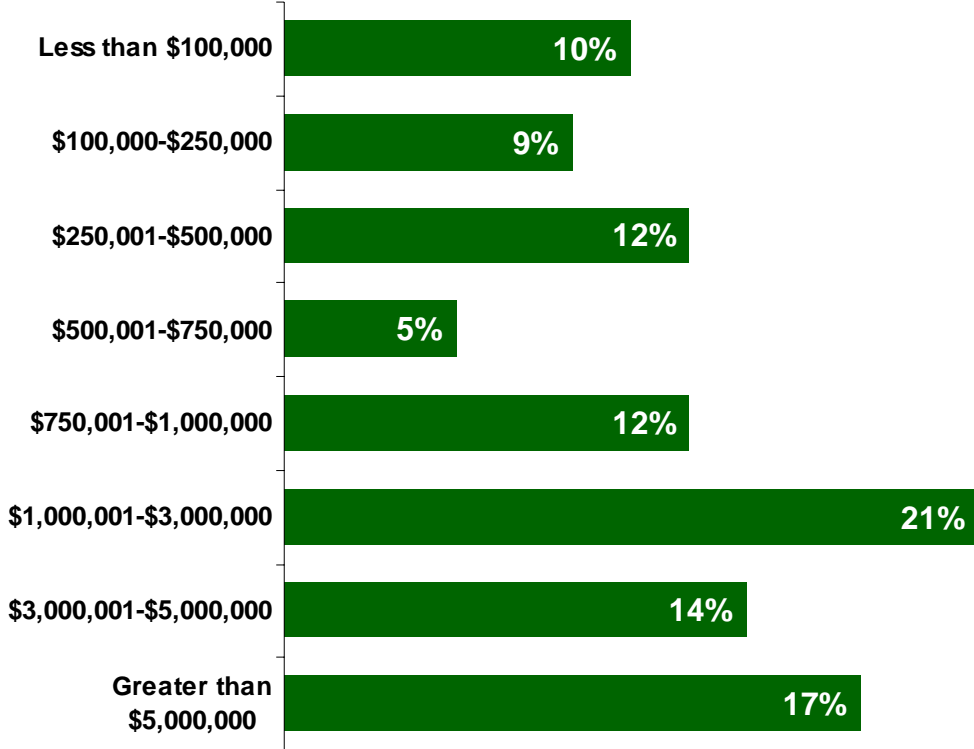


Q11. Which of the following best describes your organization?

Gross Annual Sales

One in five respondents reported gross annual sales between \$1,000,001 and \$3,000,000 in 2006. Over 50% of organizations had gross annual sales over \$1 million.

N=58



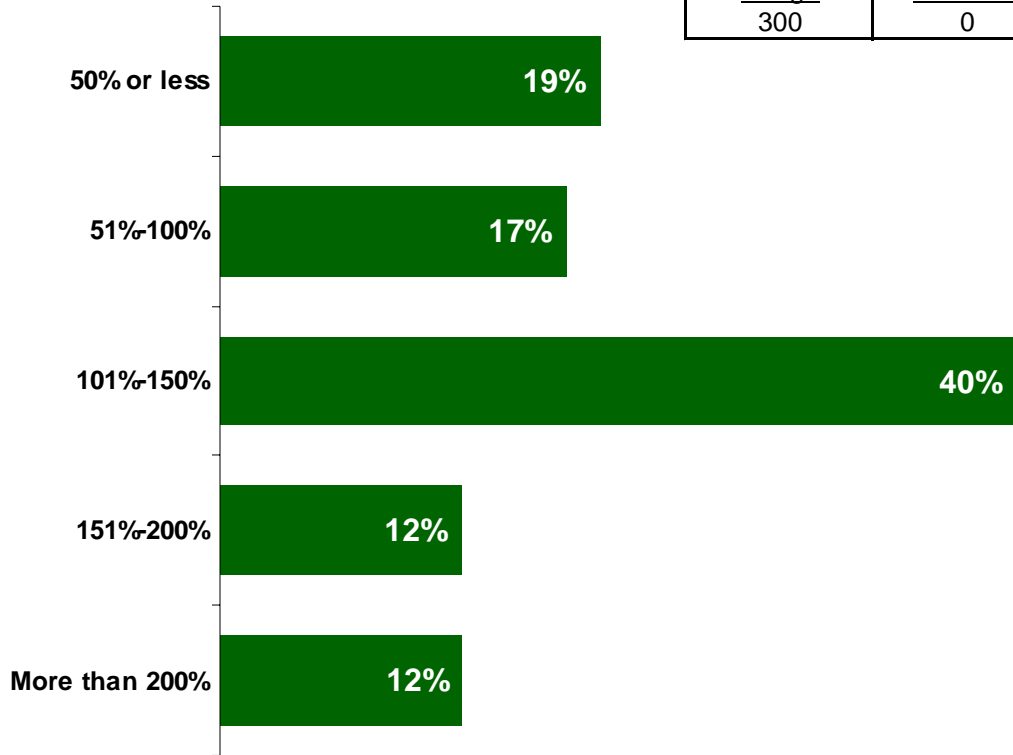
Q13. First of all, which of the following would best describe your company's gross annual sales in 2006?

Total Overhead (as % of Direct Labor)

Organizations charged an average of 119% for total overhead.

N=58

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
119	123	65.9
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
300	0	300

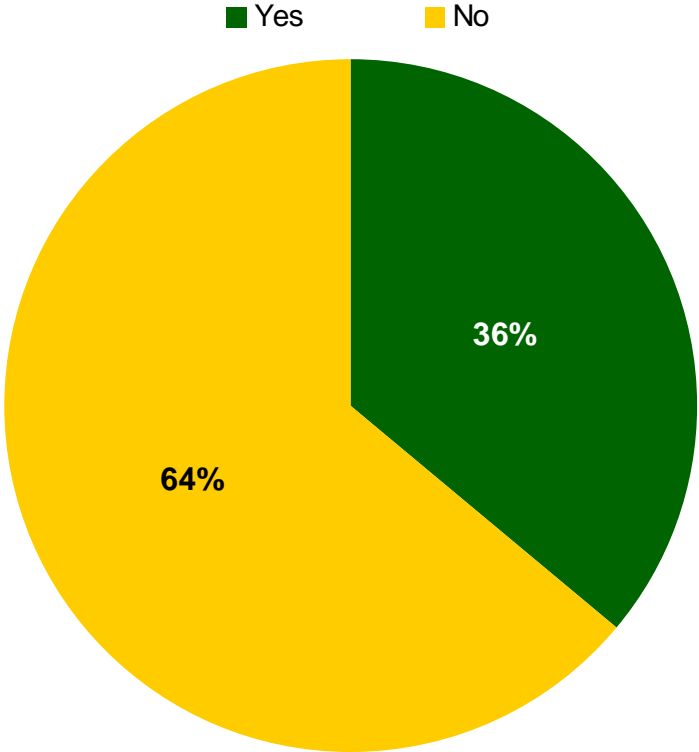


Q14. In 2006, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?

Benefits Breakdown Knowledge

Just over one-third of respondents are aware of the split between "fringe benefits" and general overhead.

N=58



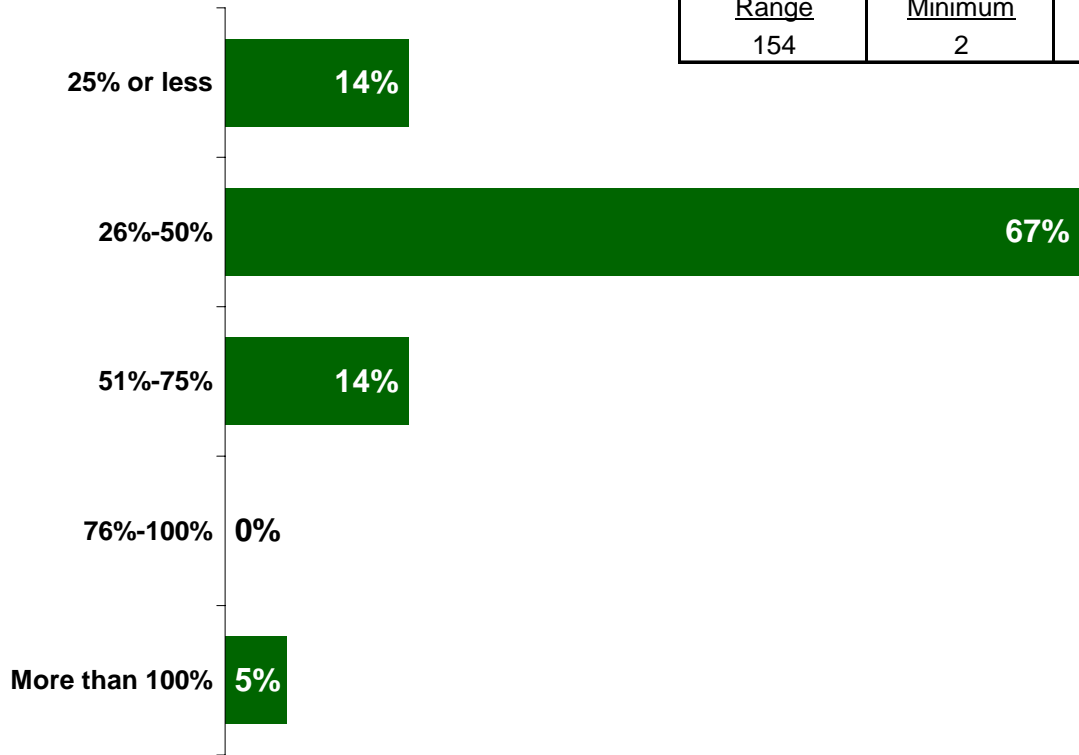
Q15. Do you know the break down of your overhead between "fringe benefits" and general overhead?

Fringe Benefits

Two-thirds of those who are aware of their benefits breakdown report employee fringe benefits between 26% and 50% of direct labor.

N=21

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
41	31	29.8
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
154	2	156



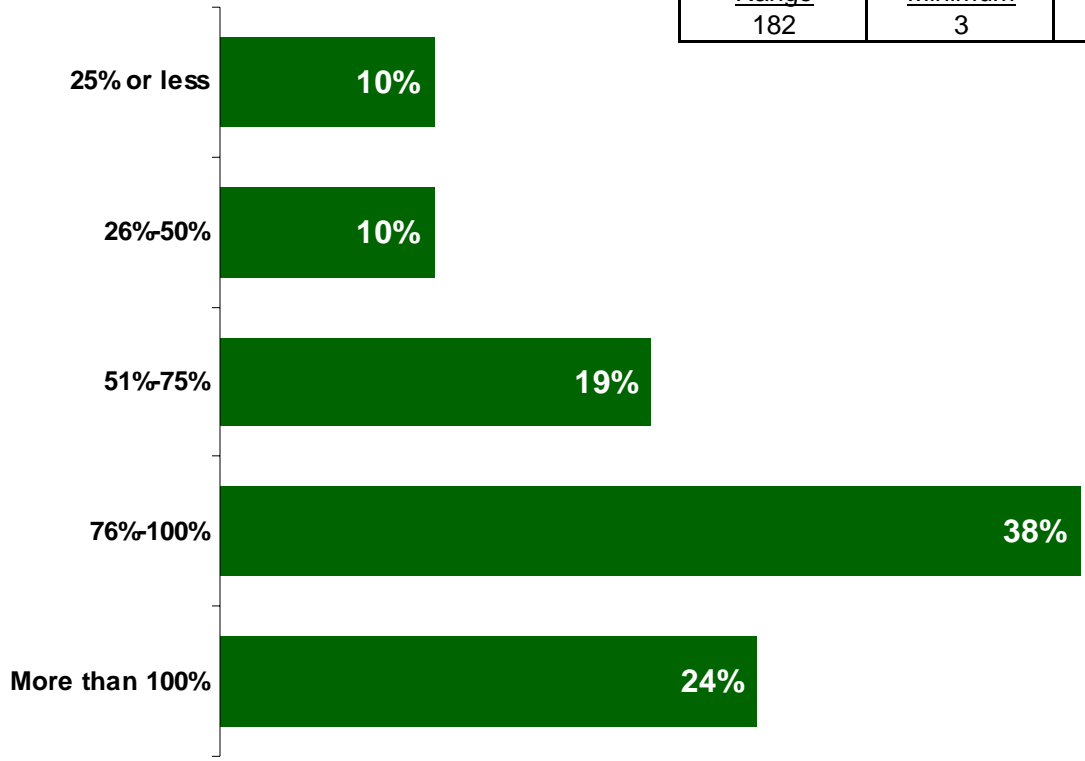
Q15a. Please provide the breakdown of employee fringe benefits as a percentage of direct labor.

General Overhead

Over 60% of reporting organizations indicate general overhead of over 75%.

N=21

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
81	80	37.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
182	3	185



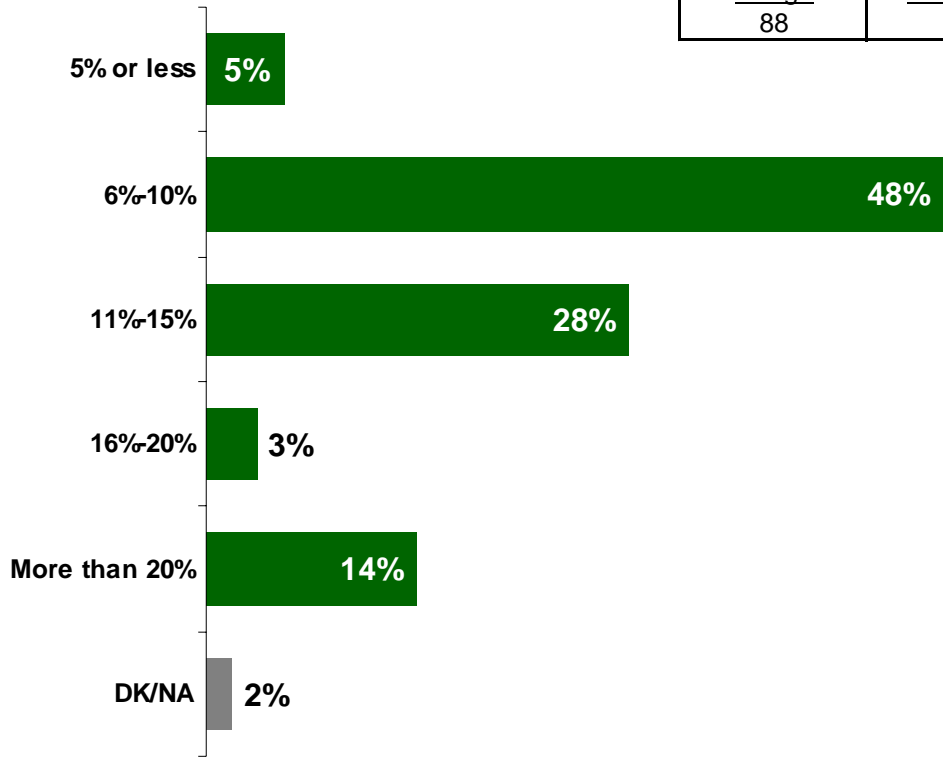
Q15b. Please provide the breakdown of general overhead as a percentage of direct labor.

Profit Margin

Nearly half of organizations charge between 6% and 10% for profit margin, and another quarter charge between 11% and 15%.

N=58

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
15	10	13.5
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
88	2	90

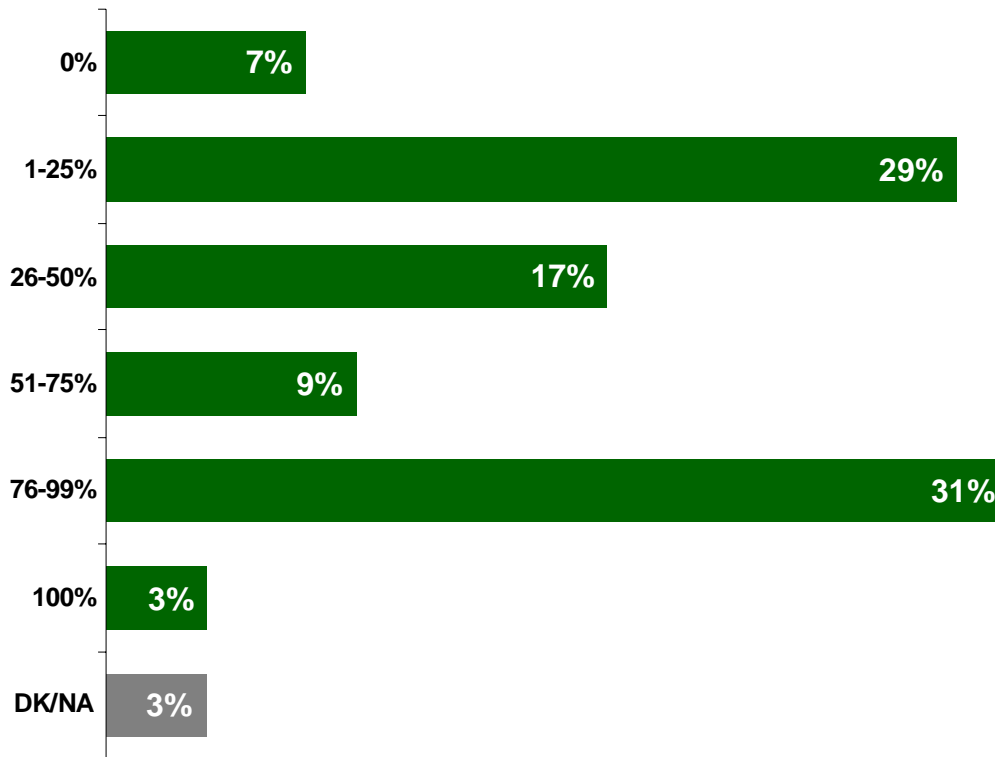


Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?

Cost-Plus Time & Materials

Organizations tend to consistently favor one form of contract over the other.

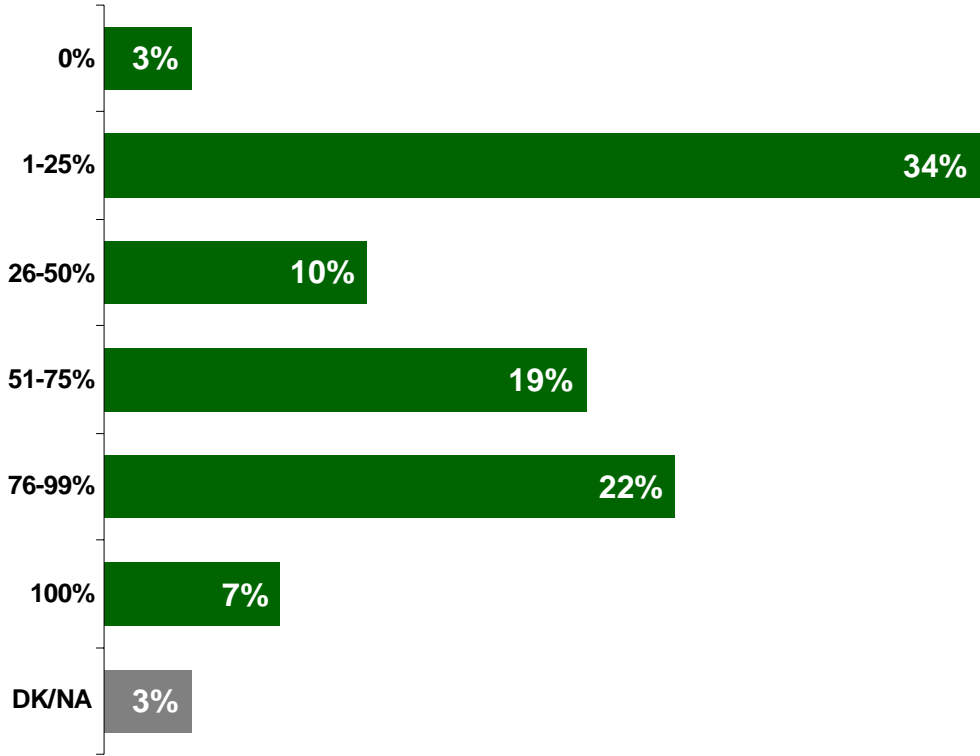
N=58



Q17a. In 2006, what percentages of contracts (by dollar amount) were Cost-plus or Time and Materials?

Lump-Sum/Fixed Price

N=58



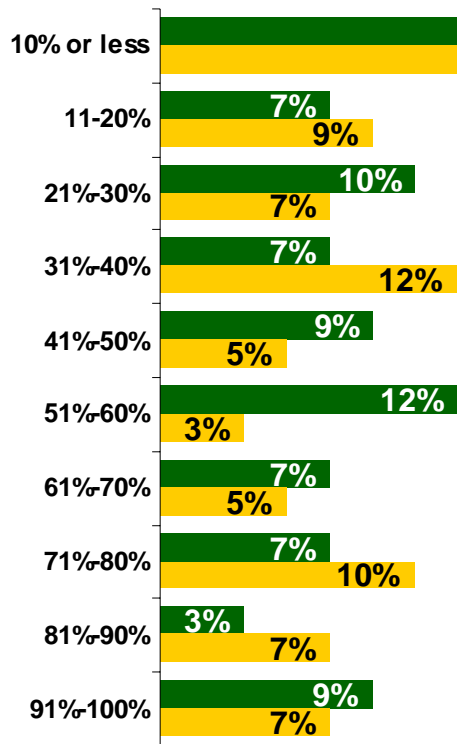
Q17b. In 2006, what percentages of contracts (by dollar amount) were Lump-sum/Fixed Price?

% Permanent Full-Time Employees

Around one-third of organizations employ 10% or less full-time employees. Others are spread across the spectrum in terms of their employee makeup.

N=58

■ Permanent, full-time salaried employees ■ Permanent, full-time hourly employees



Permanent Full-Time Salaried Employees		
<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
40	40	32.8
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
100	0	100

Permanent Full-Time Hourly Employees		
<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
37	32	34.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
100	0	100

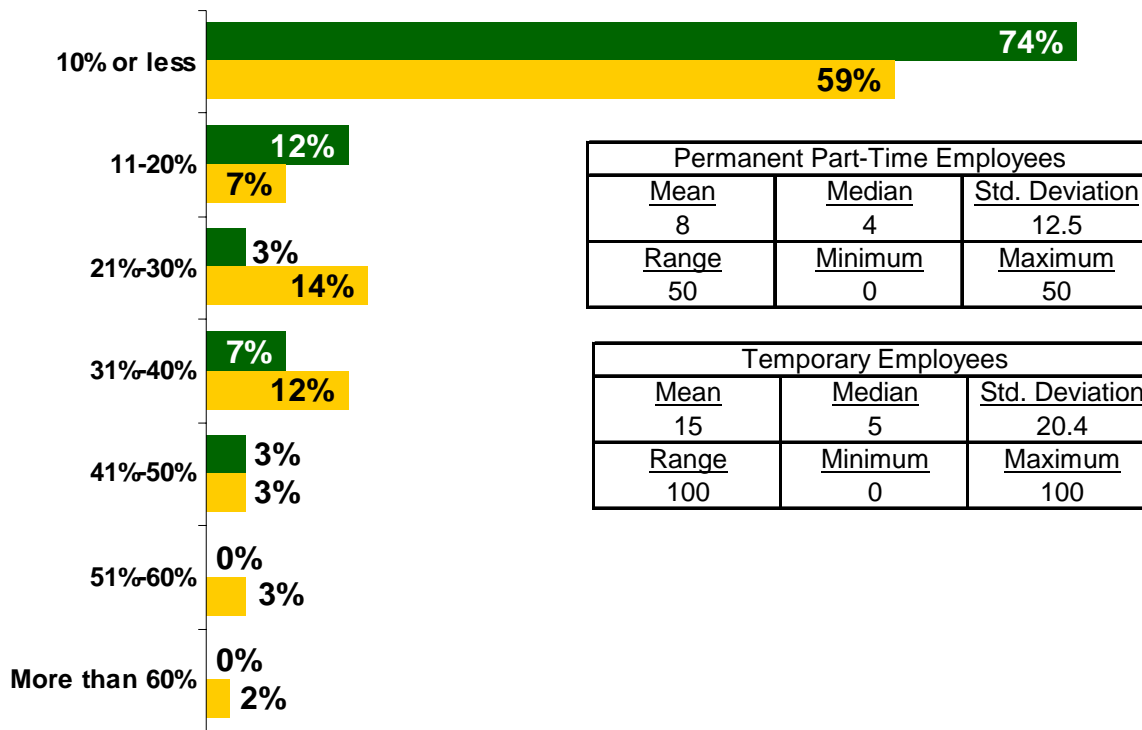
Q18. In 2006, what percentage of your regular employees were...?

% Permanent Part-Time & Temporary Employees

74% of organizations employ 10% or less permanent part-time employees. Nearly 60% of organizations employ 10% or less temporary employees.

N=58

■ Permanent, part-time employees ■ Temporary employees (whether full-time or part-time)

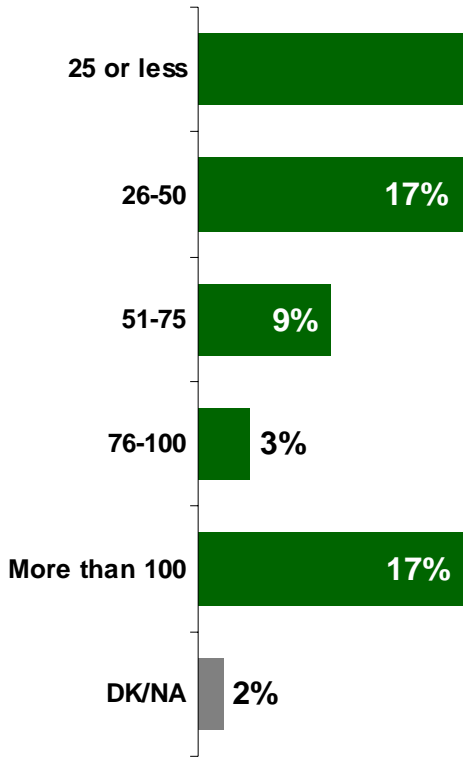


Q18. In 2006, what percentage of your regular employees were...?

Number of Employees on Payroll

In 2006, just over half of organizations had 25 or less employees on the payroll.

N=58



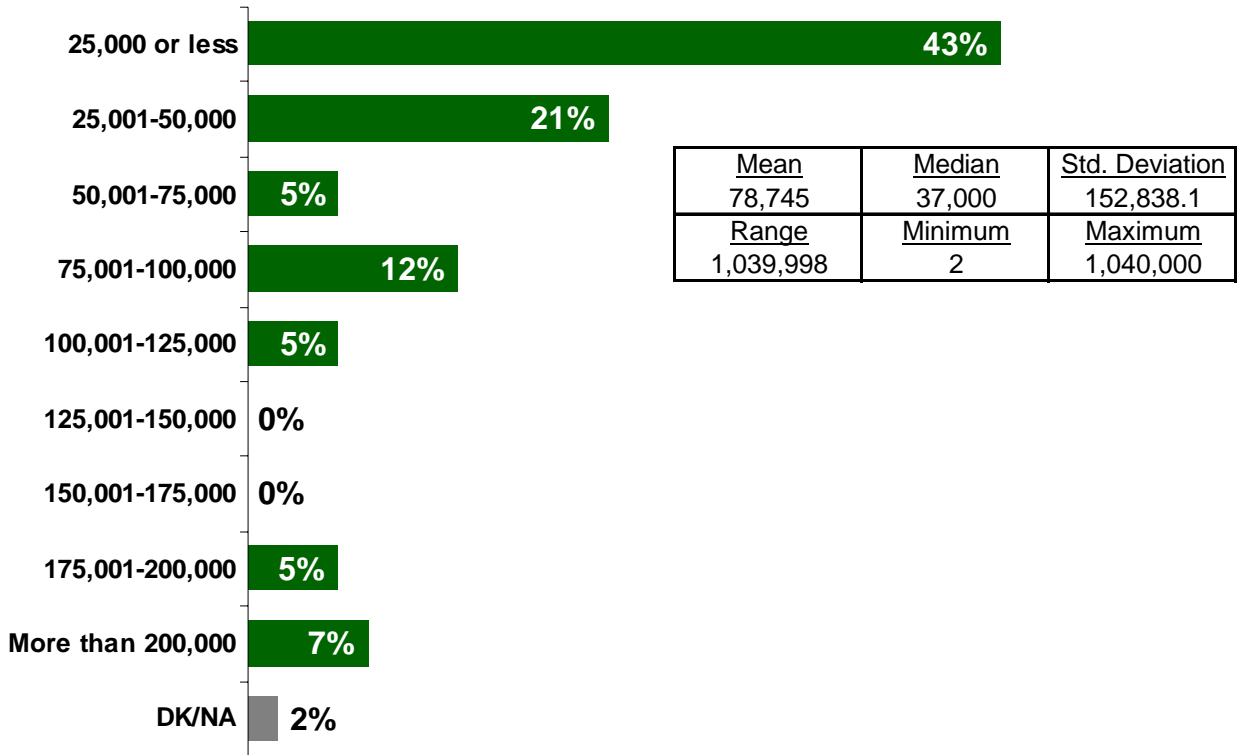
<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
52	24	78.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
499	1	500

Q19a. In 2006, how many individual employees (whether they worked for an hour or 2,080 hours) did your company have on payroll?

Total Hours Worked

Nearly two-thirds of organizations reported 50,000 or less hours worked by employees.

N=58

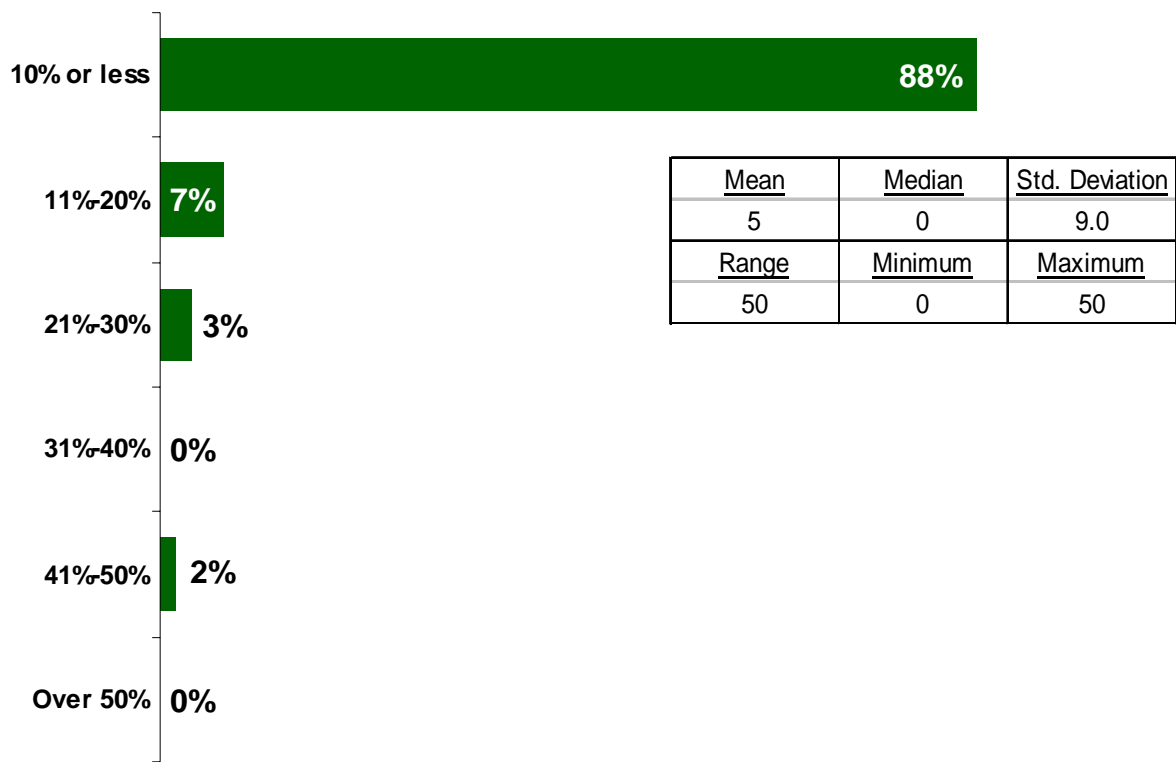


Q19b. In 2006, how many total hours did all employees work (assume one full-time employee works 2,080 hours in a year)?

Professional & Management Staff Education: High School Diploma

Few organizations report a high percentage of professional and management staff with a high school diploma as their highest level of education.

N=58

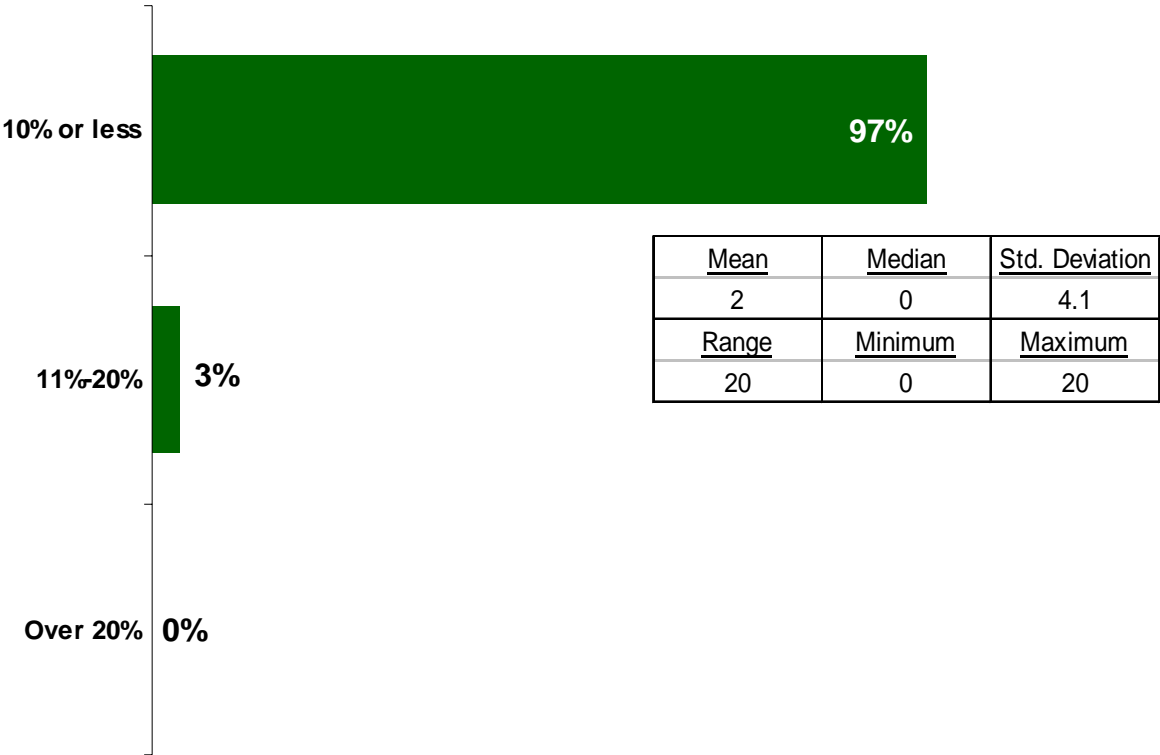


Q20a. What is the highest education level attained by your company's 2006 professional and management staff? (High school diploma)

Professional & Management Staff Education: Associate's Degree

97% of organizations report that 10% or less of their professional and management staff have an Associate's degree as their highest level of education.

N=58

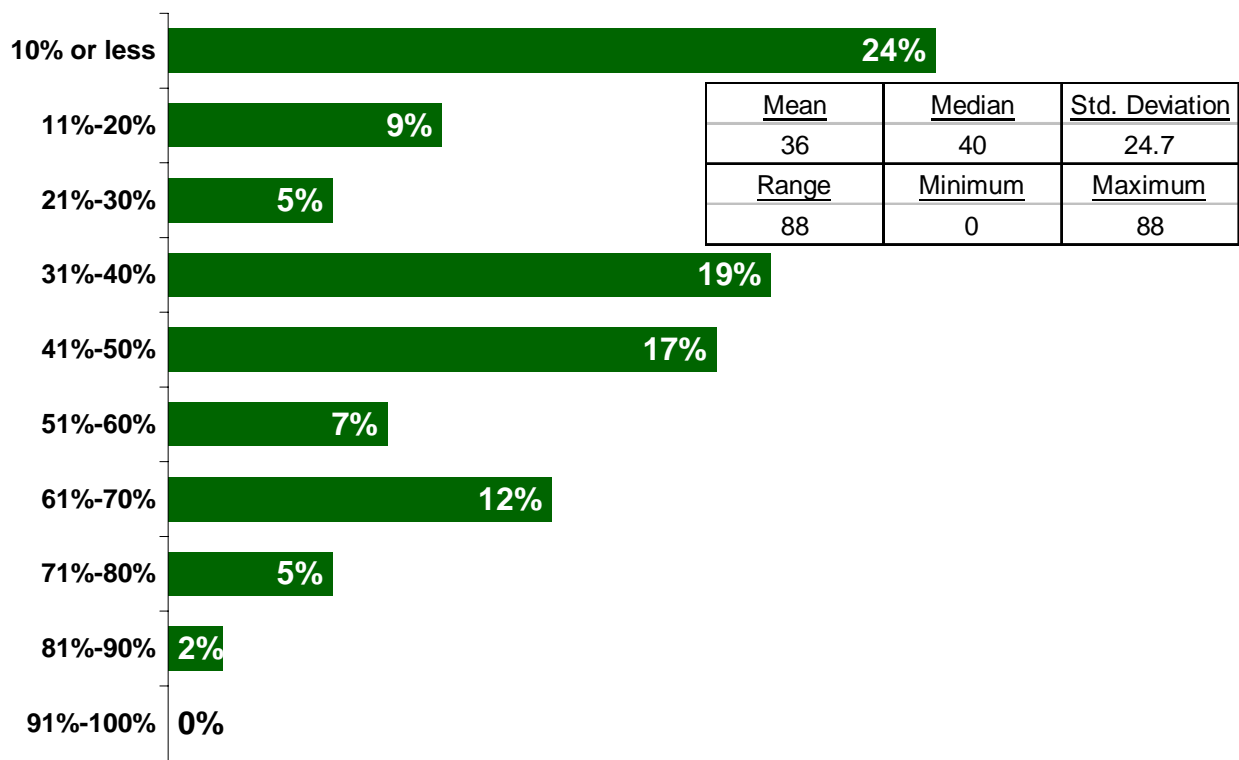


Q20b. What is the highest education level attained by your company's 2006 professional and management staff? (Associate's degree)

Professional & Management Staff Education: 4-Year Bachelor's Degree

Just over two-thirds of firms report that 31%-50% of their professional and management staff have a 4-year bachelor's degree as their highest level of education. Another quarter report 10% or less.

N=58

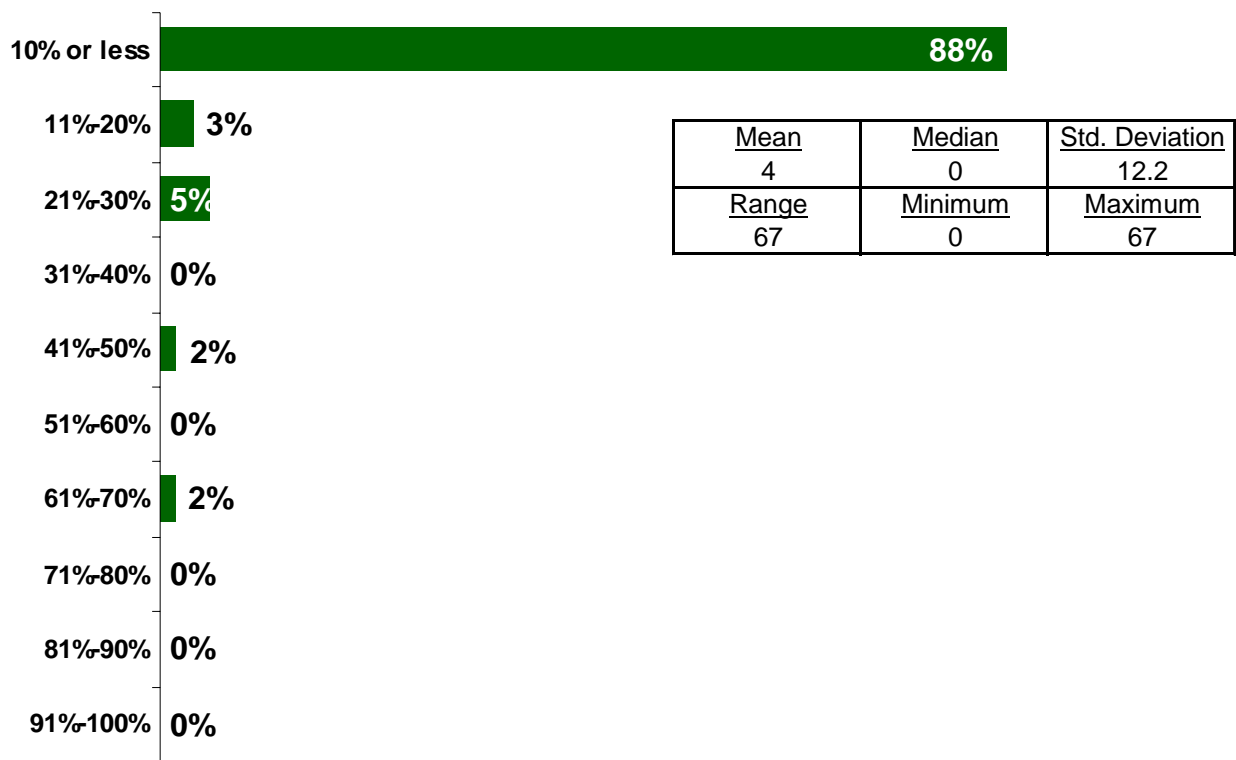


Q20c. What is the highest education level attained by your company's 2006 professional and management staff? (4-year bachelor's degree)

Professional & Management Staff Education: 5-Year Professional Degree

88% of firms report 10% or less of their professional and management staff as having a 5-year professional degree as their highest level of education.

N=58

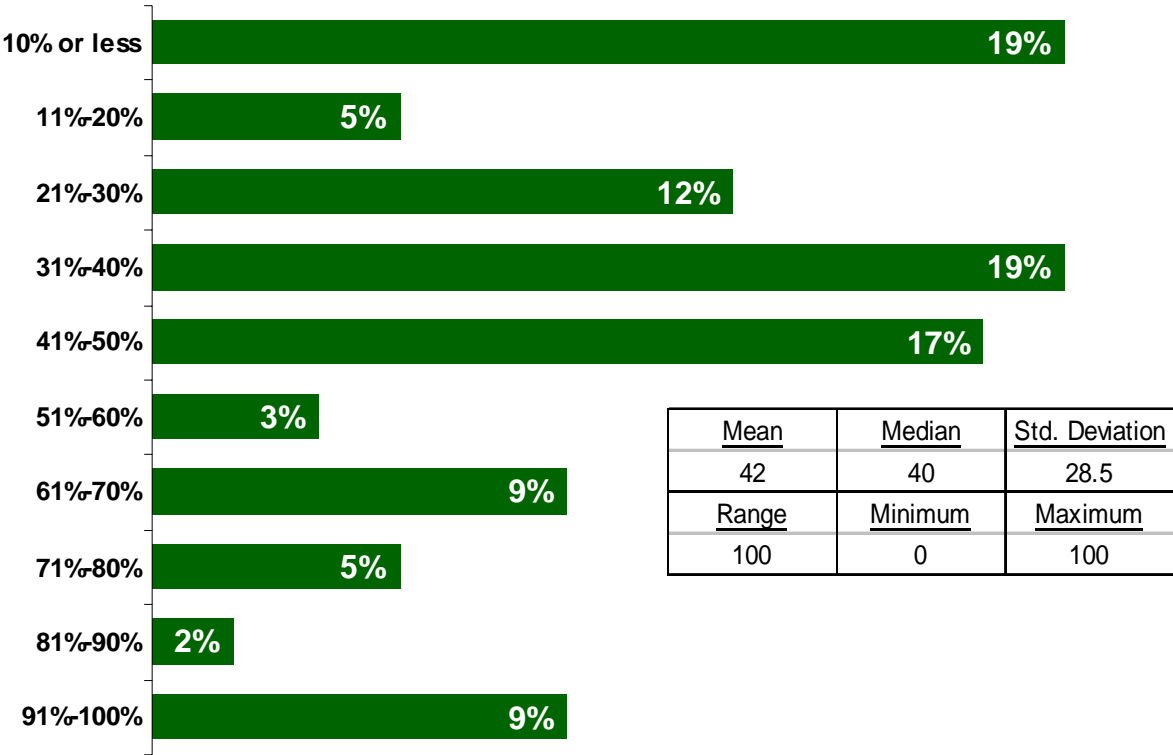


Q20d. What is the highest education level attained by your company's 2006 professional and management staff? (5-year professional degree)

Professional & Management Staff Education: Master's or MBA

Organizations report that an average of 42% of their professional and management staff hold a master's or MBA as their highest level of education.

N=58

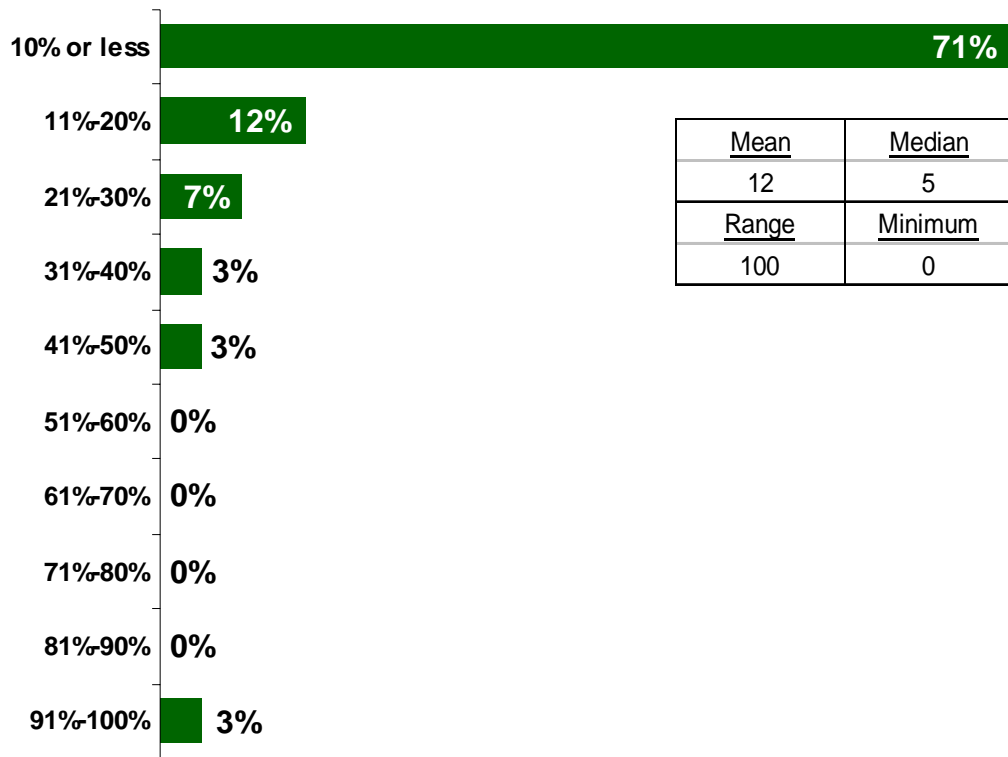


Q20e. What is the highest education level attained by your company's 2006 professional and management staff? (Master's or MBA)

Professional & Management Staff Education: Ph.D

Organizations report an average of 12% of their professional and management staff hold a Ph.D.

N=58



Mean	Median	Std. Deviation
12	5	20.8
Range	Minimum	Maximum
100	0	100

Q20f. What is the highest education level attained by your company's 2006 professional and management staff? (Ph.D)

Paid Time Off: Permanent Employees with Less than 2 Years

Permanent employees who have been with the company less than 2 years average just under 7 days of paid vacation.

<i>Q21. In 2006, how many days of paid time off per year did your company provide for full-time, permanent employees who had less than 2 years with the company?</i>	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	N	%	N	%	N	%	N	%	N	%
None	12	21%	26	45%	11	19%	19	33%	16	28%
1-5	10	17%	9	16%	3	5%	6	10%	13	22%
6-7	2	3%	0	0%	11	19%	0	0%	3	5%
8-10	18	31%	4	7%	28	48%	1	2%	2	3%
11-14	5	9%	0	0%	3	5%	0	0%	3	5%
More than 14	2	3%	1	2%	0	0%	2	3%	1	2%
DK/NA	9	16%	2	3%	18	31%	30	52%	20	34%
Mean	6.9		2.1		6.5		2.0		4.4	

Paid Time Off: Permanent Employees with More than 5 Years

Permanent employees with more than 5 years of experience receive an average of 11 days paid vacation.

<i>Q22. In 2006, how many days of paid time off per year did your company provide for full-time, permanent employees who had more than 5 years with the company?</i>	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	N	%	N	%	N	%	N	%	N	%
None	11	19%	20	34%	11	19%	21	36%	16	28%
1-5	1	2%	10	17%	2	3%	6	10%	13	22%
6-7	1	2%	0	0%	11	19%	0	0%	4	7%
8-10	7	12%	4	7%	27	47%	0	0%	2	3%
11-14	5	9%	0	0%	3	5%	0	0%	3	5%
More than 14	26	45%	1	2%	0	0%	2	3%	1	2%
DK/NA	7	12%	23	40%	4	7%	29	50%	19	33%
Mean	11.1		2.3		6.5		2.0		3.9	

Paid Time Off: Temporary Employees

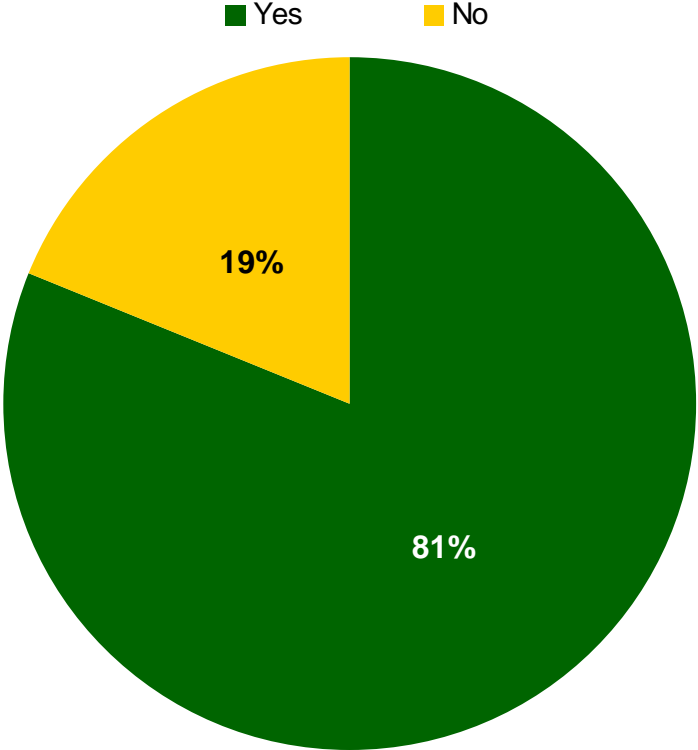
40% to 50% of temporary employees do not receive paid time off.

<i>Q23. In 2006, how many days of paid time off per year did your company provide for temporary employees who worked 40 hours per week while they were employed?</i>	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	N	%	N	%	N	%	N	%	N	%
None	27	47%	29	50%	19	33%	26	45%	23	40%
1-5	4	7%	0	0%	3	5%	1	2%	5	9%
6-7	0	0%	0	0%	7	12%	0	0%	0	0%
8-10	6	10%	2	3%	12	21%	0	0%	1	2%
11-14	0	0%	0	0%	1	2%	0	0%	1	2%
More than 14	1	2%	0	0%	0	0%	0	0%	0	0%
DK/NA	20	34%	27	47%	16	28%	31	53%	28	48%
Mean	2.4		0.6		4.1		0.1		1.4	

Health Insurance Coverage

Four out of five organizations provide health insurance coverage for their employees.

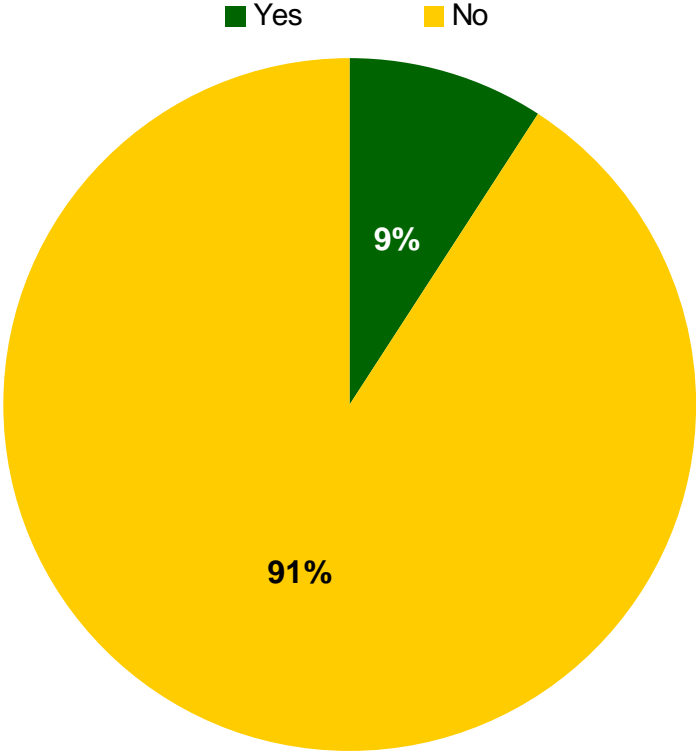
N=58



Q24. Does your company provide health insurance coverage for its employees?

Health Care Supplement

N=11

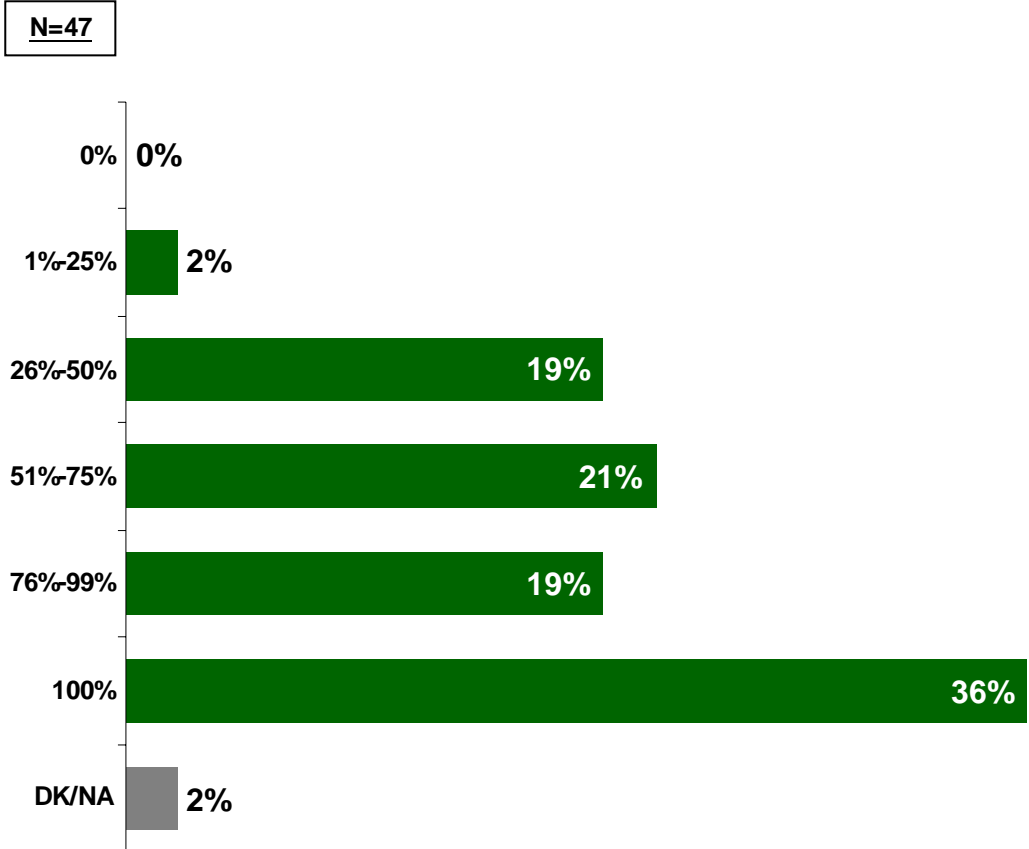


Q25. In 2006, did your company pay employees a defined supplement to assist them in paying for health care?

Q26. How much does your company pay each employee monthly for a health insurance supplement?	N	%
\$150/month	1	9%
1 Total Respondent Gave	1 Response	

% Employee Health Insurance Paid

36% of organizations pay 100% of their employees' health insurance. Altogether, three-quarters of companies pay for over half of their employees' health insurance.

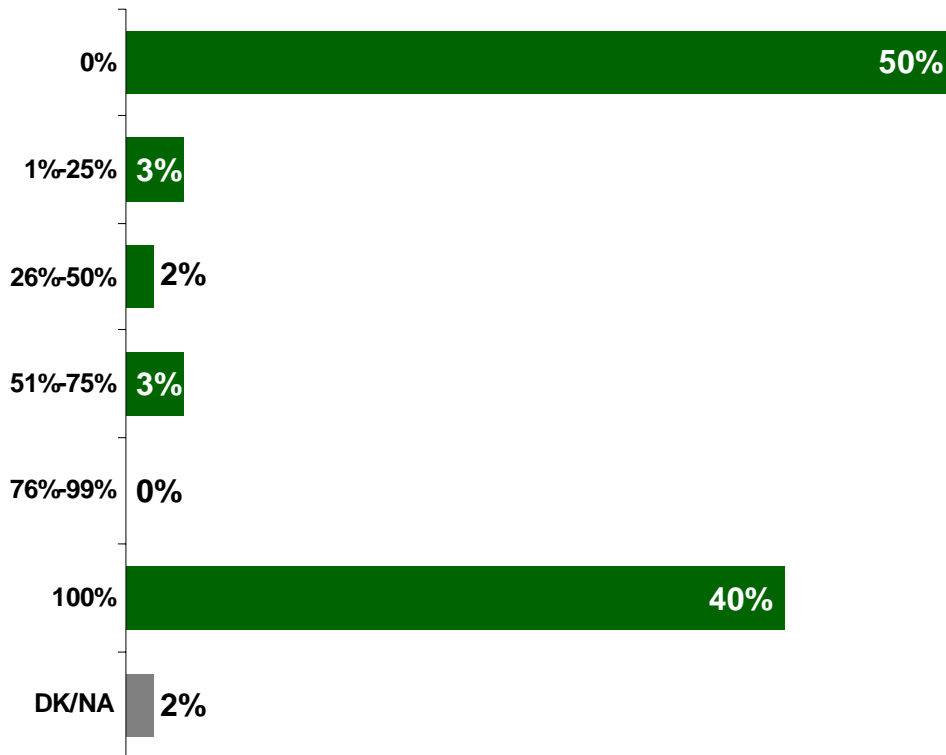


Q27. What percentage of employees' health insurance premiums did your company pay in 2006?

% Employee Life Insurance Paid

Organizations tend to pay either all or none of employees' life insurance premiums.

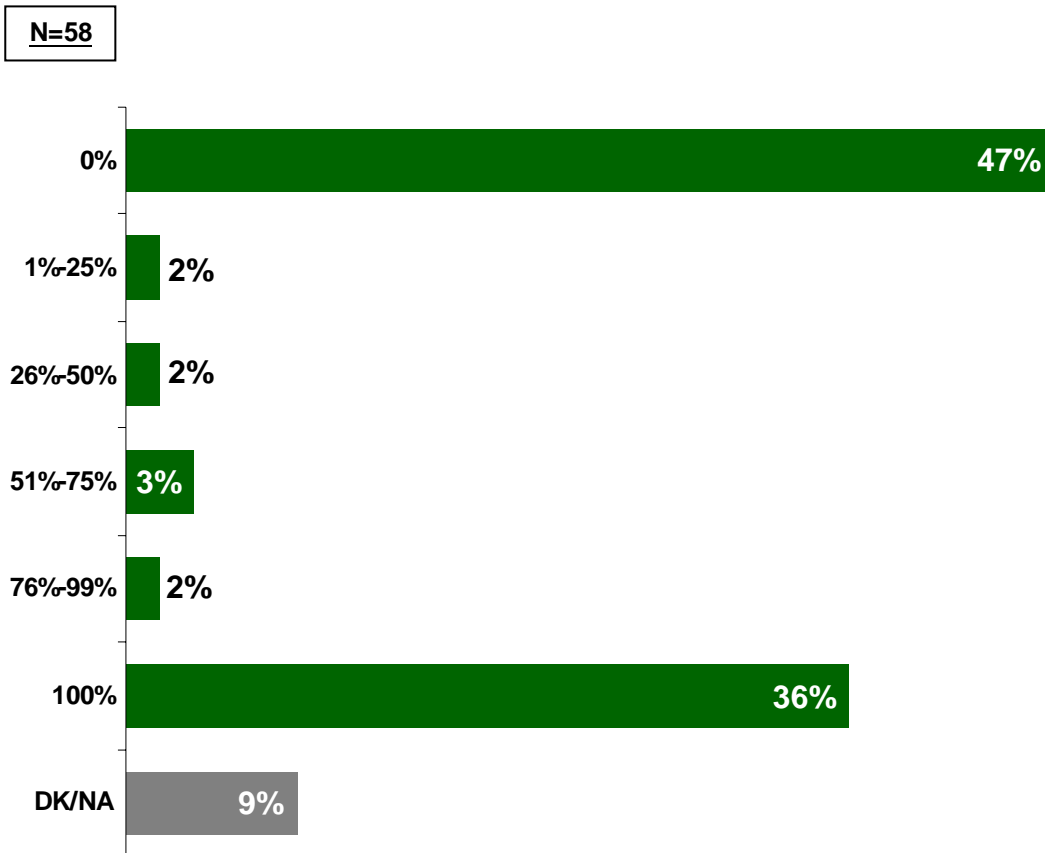
N=58



Q28. What percentage of employees' life insurance premiums did your company pay?

% Employee Disability Insurance Paid

Organizations tend to pay either all or none of employees' disability insurance premiums.

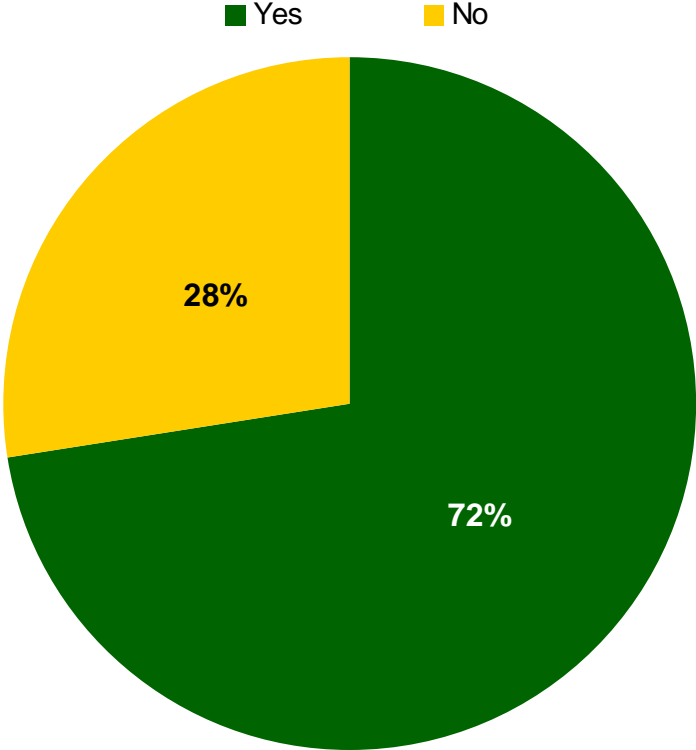


Q29. What percentage of employees' disability insurance premiums did your company pay?

Retirement/Profit-Sharing

Retirement and profit-sharing plans are common among 72% of organizations.

N=58

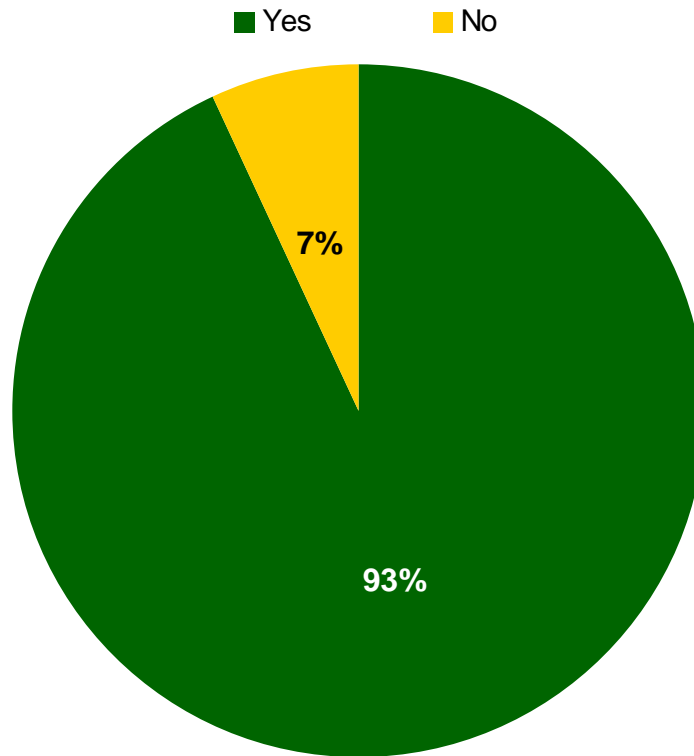


Q30. Did your company offer a retirement (e.g., 401k) or profit-sharing plan?

Workers' Compensation

93% of firms offer workers' compensation.

N=58

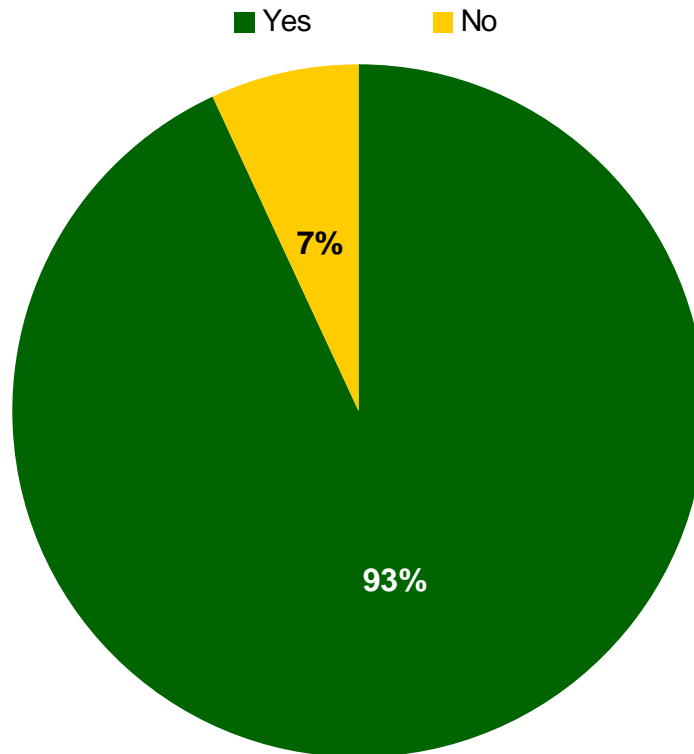


Q31. Did your company offer workers' compensation coverage?

Professional Development

Most firms support and pay for employees' professional development.

N=58



Q32. Did your company support and pay for employees' professional development?
(for example, professional registration, professional association memberships,
continuing education, etc.)

Consultant Fees (Summary)

Organizations pay Historic Preservation Planners the greatest amount for consultative work, which averages \$86.67 per hour.

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005 and 2006?

	N	Min	Max	Mean	Std. Deviation
Historic Preservation Planners	6	\$40.00	\$175.00	\$86.67	51.0
Geomorphologists	25	\$20.67	\$300.00	\$78.47	52.6
Architectural Historians	23	\$20.00	\$175.00	\$67.26	33.2
Geophysical/GPR	8	\$25.00	\$150.00	\$66.92	44.8
Photographers	9	\$40.00	\$100.00	\$62.44	22.9
Historians	20	\$13.50	\$120.00	\$61.77	26.0
Computer Specialists	7	\$20.23	\$100.00	\$61.46	25.9
Urban Planners	1	\$55.00	\$55.00	\$55.00	-
Archaeologists	22	\$21.77	\$90.00	\$54.05	18.1
GIS Specialists	10	\$20.00	\$90.00	\$52.24	26.5
Zooarchaeologists	11	\$20.00	\$75.00	\$45.87	17.4
Ethno/Paleobotanists	9	\$21.63	\$65.00	\$45.74	12.2
Graphic Artists	13	\$15.00	\$75.00	\$45.31	18.4
Editors	12	\$18.03	\$75.00	\$41.42	17.5

Consultant Fees (I)

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005?

	Historic Preservation Planners		Geo-morphologists		Architectural Historians		Geophysical/GPR	
	N	%	N	%	N	%	N	%
Less than \$25/hr	0	0%	1	2%	2	3%	0	0%
\$26-\$50/hr	1	2%	6	10%	8	14%	4	7%
\$51-\$60/hr	3	5%	11	19%	6	10%	2	3%
\$61-\$70/hr	0	0%	3	5%	5	9%	0	0%
\$71-\$80/hr	1	2%	3	5%	1	2%	2	3%
\$81-\$90/hr	1	2%	1	2%	1	2%	0	0%
\$91-\$100/hr	0	0%	0	0%	0	0%	0	0%
\$100-\$150/hr	0	0%	0	0%	0	0%	0	0%
DK/NA	52	90%	33	57%	35	60%	50	86%
Mean	\$86.67/hr		\$78.47/hr		\$67.26/hr		\$66.92/hr	

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005?

	Photographers		Historians		Computer Specialists		Urban Planners	
	N	%	N	%	N	%	N	%
Less than \$25/hr	0	0%	1	2%	1	2%	0	0%
\$26-\$50/hr	3	5%	8	14%	1	2%	0	0%
\$51-\$60/hr	3	5%	6	10%	4	7%	1	2%
\$61-\$70/hr	3	5%	4	7%	1	2%	0	0%
\$71-\$80/hr	0	0%	1	2%	0	0%	0	0%
\$81-\$90/hr	0	0%	0	0%	0	0%	0	0%
\$91-\$100/hr	0	0%	0	0%	0	0%	0	0%
\$100-\$150/hr	0	0%	0	0%	0	0%	0	0%
DK/NA	49	84%	38	66%	51	88%	57	98%
Mean	\$62.44/hr		\$61.77/hr		\$61.46/hr		\$55.00/hr	

Consultant Fees (II)

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005?

	Archaeologists		GIS Specialists		Zoo-archaeologists		Ethno/Paleobotanists	
	N	%	N	%	N	%	N	%
Less than \$25/hr	1	2%	3	5%	2	3%	1	2%
\$26-\$50/hr	12	21%	2	3%	6	10%	6	10%
\$51-\$60/hr	7	12%	3	5%	3	5%	2	3%
\$61-\$70/hr	2	3%	2	3%	0	0%	0	0%
\$71-\$80/hr	0	0%	0	0%	0	0%	0	0%
\$81-\$90/hr	0	0%	0	0%	0	0%	0	0%
\$91-\$100/hr	0	0%	0	0%	0	0%	0	0%
\$100-\$150/hr	0	0%	0	0%	0	0%	0	0%
DK/NA	36	62%	48	83%	47	81%	49	84%
Mean	\$54.05/hr		\$52.24/hr		\$45.87/hr		\$45.74/hr	

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005?

	Graphic Artists		Editors	
	N	%	N	%
Less than \$25/hr	1	2%	2	3%
\$26-\$50/hr	6	10%	8	14%
\$51-\$60/hr	6	10%	2	3%
\$61-\$70/hr	0	0%	0	0%
\$71-\$80/hr	0	0%	0	0%
\$81-\$90/hr	0	0%	0	0%
\$91-\$100/hr	0	0%	0	0%
\$100-\$150/hr	0	0%	0	0%
DK/NA	45	78%	46	79%
Mean	\$45.31/hr		\$41.42/hr	

Hourly Pay Rate Summary

<i>Q35-50. Hourly Pay Rate</i>	N	Min	Max	Mean	Std. Deviation
Q35. Business Owner/Principal	44	\$10.00	\$108.00	\$44.45	23.1
Q36. CRM Division/Department/Group Manager	18	\$25.00	\$65.00	\$41.86	12.3
Q37. Regional Office Manager	13	\$22.00	\$72.00	\$39.73	15.3
Q38. Project Manager	29	\$13.00	\$50.00	\$28.56	8.5
Q41. Historian/Architectural Historian/Preservation Planner	34	\$11.00	\$120.00	\$25.67	17.5
Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian	43	\$16.00	\$37.00	\$25.06	5.3
Q50. Geographic Information System Analyst	22	\$14.00	\$35.00	\$23.39	5.5
Q48. Editor	22	\$13.00	\$32.95	\$21.95	4.8
Q49. Production Assistant	22	\$10.50	\$120.00	\$21.13	22.5
Q40. Archaeologist/Field Director/Project Archaeologist	44	\$11.75	\$50.00	\$19.79	5.8
Q42. Laboratory Director	32	\$11.00	\$25.14	\$19.31	3.7
Q47. Graphic Artist	25	\$12.25	\$24.00	\$18.17	3.5
Q43. Crew Chief	32	\$11.00	\$20.00	\$16.10	2.0
Q44. Senior Archaeological Technician	29	\$10.00	\$18.90	\$14.57	2.0
Q46. Laboratory Technician	26	\$10.00	\$25.00	\$13.78	3.3
Q45. Archaeological Technician	32	\$10.26	\$17.30	\$13.10	1.9

Number of Employees Summary

<i>Q35-50. Number of Employees</i>	N	Min	Max	Mean	Std. Deviation
Q45. Archaeological Technician	33	1	50	12	13.4
Q44. Senior Archaeological Technician	29	1	50	8	12.0
Q38. Project Manager	30	1	50	5	9.1
Q37. Regional Office Manager	13	1	11	4	2.9
Q40. Archaeologist/Field Director/Project Archaeologist	42	1	20	4	4.3
Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian	43	1	14	4	3.5
Q43. Crew Chief	32	1	15	4	3.5
Q46. Laboratory Technician	26	1	13	3	3.3
Q41. Historian/Architectural Historian/Preservation Planner	33	1	8	2	2.1
Q35. Business Owner/Principal	46	1	11	2	2.5
Q36. CRM Division/Department/Group Manager	20	1	6	2	1.4
Q47. Graphic Artist	25	1	4	2	0.9
Q50. Geographic Information System Analyst	22	1	4	2	1.1
Q48. Editor	22	1	6	1	1.1
Q42. Laboratory Director	32	1	3	1	0.5
Q49. Production Assistant	21	1	2	1	0.4

Business Owner/Principal

Q35. Business Owner/Principal

Number of Employees			Hourly pay rate		
1	25	43%	Less than \$25/hr	7	12%
2	9	16%	\$26-\$30/hr	5	9%
3-5	7	12%	\$31-\$35/hr	5	9%
6-10	4	7%	\$36-\$40/hr	8	14%
More than 10	1	2%	\$41-\$45/hr	2	3%
DK/NA	12	21%	\$46-\$50/hr	3	5%
			More than \$50/hr	12	21%
			DK/NA	16	28%

CRM Division/Department/Group Manager

Q36. CRM Division/Department/Group Manager

Number of Employees			Hourly pay rate		
1	11	19%	Less than \$25/hr	1	2%
2	3	5%	\$26-\$30/hr	2	3%
3-5	5	9%	\$31-\$35/hr	2	3%
6-10	1	2%	\$36-\$40/hr	3	5%
More than 10	0	0%	\$41-\$45/hr	2	3%
DK/NA	38	66%	\$46-\$50/hr	1	2%
			More than \$50/hr	5	9%
			DK/NA	42	72%

Regional Office Manager

Q37. Regional Office Manager

Number of Employees			Hourly pay rate		
1	1	2%	Less than \$25/hr	2	3%
2	3	5%	\$26-\$30/hr	2	3%
3-5	6	10%	\$31-\$35/hr	2	3%
6-10	2	3%	\$36-\$40/hr	1	2%
More than 10	1	2%	\$41-\$45/hr	1	2%
DK/NA	45	78%	\$46-\$50/hr	0	0%
			More than \$50/hr	3	5%
			DK/NA	47	81%

Project Manager

Q38. Project Manager

Number of Employees			Hourly pay rate		
1	12	21%	Less than \$25/hr	11	19%
2	5	9%	\$26-\$30/hr	8	14%
3-5	8	14%	\$31-\$35/hr	1	2%
6-10	3	5%	\$36-\$40/hr	3	5%
More than 10	2	3%	\$41-\$45/hr	0	0%
DK/NA	28	48%	\$46-\$50/hr	2	3%
			More than \$50/hr	0	0%
			DK/NA	33	57%

Principal Investigator/Senior Archaeologist/Senior Architectural Historian

Q39. *Principal Investigator/Senior Archaeologist/Senior Architectural Historian*

Number of Employees			Hourly pay rate		
1	10	17%	\$10/hr or less	0	0%
2	10	17%	\$11-\$15/hr	0	0%
3-5	14	24%	\$16-\$20/hr	9	16%
6-10	5	9%	\$21-\$25/hr	16	28%
More than 10	4	7%	\$26-\$30/hr	8	14%
DK/NA	15	26%	More than \$30/hr	8	14%
			DK/NA	17	29%

Principal Investigator/Senior Archaeologist/Senior Architectural Historian

Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian

Number of Employees			Hourly pay rate		
1	10	17%	\$10/hr or less	0	0%
2	10	17%	\$11-\$15/hr	0	0%
3-5	14	24%	\$16-\$20/hr	9	16%
6-10	5	9%	\$21-\$25/hr	16	28%
More than 10	4	7%	\$26-\$30/hr	8	14%
DK/NA	15	26%	More than \$30/hr	8	14%
			DK/NA	17	29%

Historian/Architectural Historian/Preservation Planner

Q41. Historian/Architectural Historian/Preservation Planner

Number of Employees			Hourly pay rate		
1	16	28%	\$10/hr or less	0	0%
2	8	14%	\$11-\$15/hr	2	3%
3-5	6	10%	\$16-\$20/hr	9	16%
6-10	3	5%	\$21-\$25/hr	12	21%
More than 10	0	0%	\$26-\$30/hr	6	10%
DK/NA	25	43%	More than \$30/hr	3	5%
			DK/NA	26	45%

Laboratory Director

Q42. Laboratory Director

Number of Employees			Hourly pay rate		
1	27	47%	\$10/hr or less	0	0%
2	4	7%	\$11-\$15/hr	3	5%
3-5	1	2%	\$16-\$20/hr	15	26%
6-10	0	0%	\$21-\$25/hr	11	19%
More than 10	0	0%	\$26-\$30/hr	0	0%
DK/NA	26	45%	More than \$30/hr	0	0%
			DK/NA	29	50%

Crew Chief

Q43. CrewChief

Number of Employees			Hourly pay rate		
1	7	12%	\$10/hr or less	0	0%
2	9	16%	\$11-\$15/hr	13	22%
3-5	11	19%	\$16-\$20/hr	15	26%
6-10	3	5%	\$21-\$25/hr	0	0%
More than 10	2	3%	\$26-\$30/hr	0	0%
DK/NA	26	45%	More than \$30/hr	0	0%
			DK/NA	30	52%

Senior Archaeological Technician

Q44. Senior Archaeological Technician

Number of Employees			Hourly pay rate		
1	5	9%	\$10/hr or less	1	2%
2	6	10%	\$11-\$15/hr	18	31%
3-5	8	14%	\$16-\$20/hr	9	16%
6-10	6	10%	\$21-\$25/hr	0	0%
11-15	1	2%	\$26-\$30/hr	0	0%
16-20	1	2%	More than \$30/hr	0	0%
More than 20	2	3%	DK/NA	30	52%
DK/NA	29	50%			

Archaeological Technician

Q45. Archaeological Technician

Number of Employees			Hourly pay rate		
1	3	5%	\$10/hr or less	18	31%
2	4	7%	\$11-\$15/hr	0	0%
3-5	5	9%	\$16-\$20/hr	0	0%
6-10	9	16%	\$21-\$25/hr	0	0%
11-15	7	12%	\$26-\$30/hr	0	0%
16-20	0	0%	More than \$30/hr	0	0%
More than 20	5	9%	DK/NA	40	69%
DK/NA	25	43%			

Laboratory Technician

Q46. Laboratory Technician

Number of Employees			Hourly pay rate		
1	8	14%	\$10/hr or less	3	5%
2	7	12%	\$11-\$15/hr	18	31%
3-5	7	12%	\$16-\$20/hr	3	5%
6-10	2	3%	\$21-\$25/hr	1	2%
More than 10	2	3%	\$26-\$30/hr	0	0%
DK/NA	32	55%	More than \$30/hr	0	0%
			DK/NA	33	57%

Graphic Artist

Q47. Graphic Artist

Number of Employees			Hourly pay rate		
1	15	26%	\$10/hr or less	0	0%
2	5	9%	\$11-\$15/hr	5	9%
3-5	5	9%	\$16-\$20/hr	11	19%
6-10	0	0%	\$21-\$25/hr	7	12%
More than 10	0	0%	\$26-\$30/hr	0	0%
DK/NA	33	57%	More than \$30/hr	0	0%
			DK/NA	35	60%

Editor

Q48. Editor

Number of Employees			Hourly pay rate		
1	19	33%	\$10/hr or less	27	47%
2	2	3%	\$11-\$15/hr	0	0%
3-5	0	0%	\$16-\$20/hr	0	0%
6-10	1	2%	\$21-\$25/hr	0	0%
More than 10	0	0%	\$26-\$30/hr	0	0%
DK/NA	36	62%	More than \$30/hr	0	0%
			DK/NA	31	53%

Production Assistant

Q49. Production Assistant

Number of Employees			Hourly pay rate		
1	18	31%	\$10/hr or less	0	0%
2	3	5%	\$11-\$15/hr	9	16%
3-5	0	0%	\$16-\$20/hr	5	9%
6-10	0	0%	\$21-\$25/hr	4	7%
More than 10	0	0%	\$26-\$30/hr	0	0%
DK/NA	37	64%	More than \$30/hr	1	2%
			DK/NA	39	67%

Geographic Information System Analyst

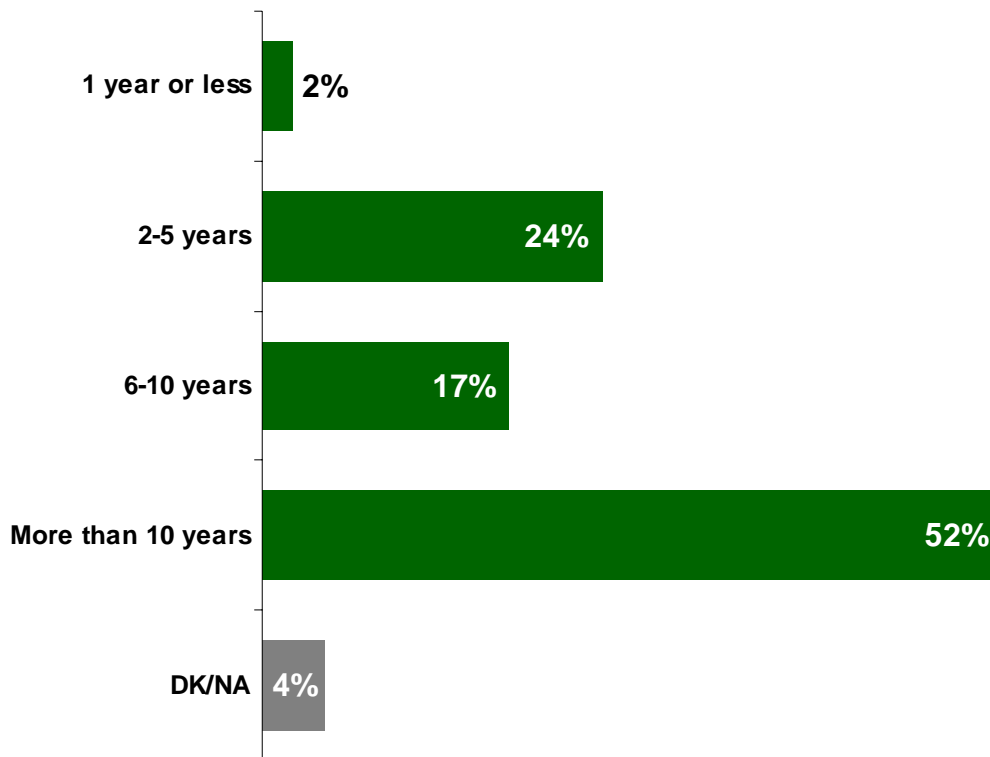
Q50. Geographic Information System Analyst

Number of Employees			Hourly pay rate		
1	15	26%	\$10/hr or less	0	0%
2	4	7%	\$11-\$15/hr	1	2%
3-5	3	5%	\$16-\$20/hr	7	12%
6-10	0	0%	\$21-\$25/hr	8	14%
More than 10	0	0%	\$26-\$30/hr	3	5%
DK/NA	36	62%	More than \$30/hr	2	3%
			DK/NA	37	64%

Years as an ACRA Member

Over half of respondents' organizations have been an ACRA member for over 10 years.

N=46

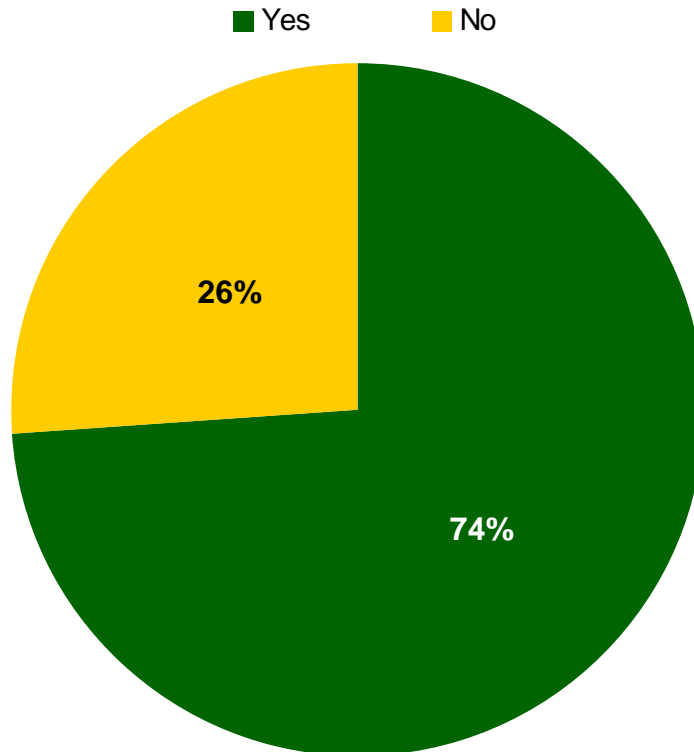


Q52. For how many years has your firm been a member of ACRA?

ACRA Conference Attendance

Three-quarters of respondents' organizations have attended an annual ACRA conference.

N=46

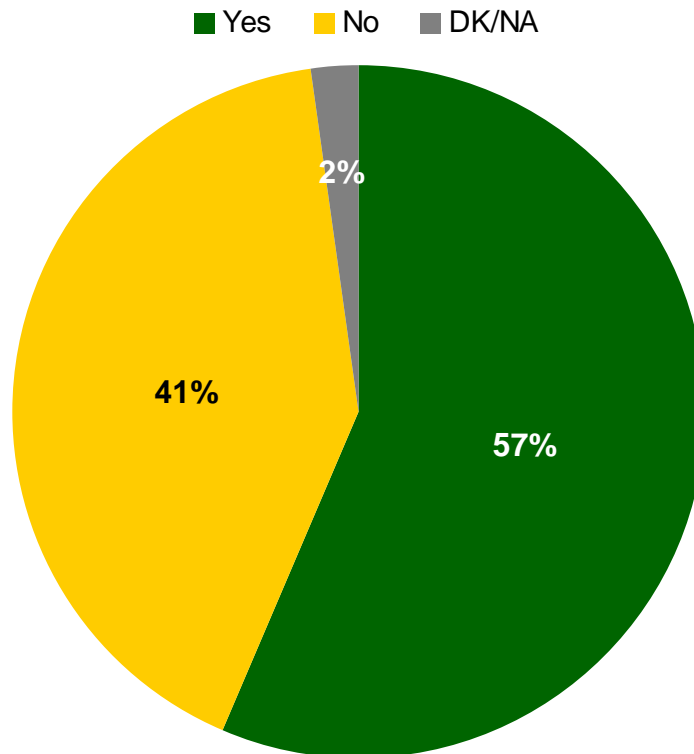


Q53. Have you or another member of your firm ever attended an annual ACRA conference?

ACRA Board Service

A slight majority of organizations have employees who have served on the ACRA Board.

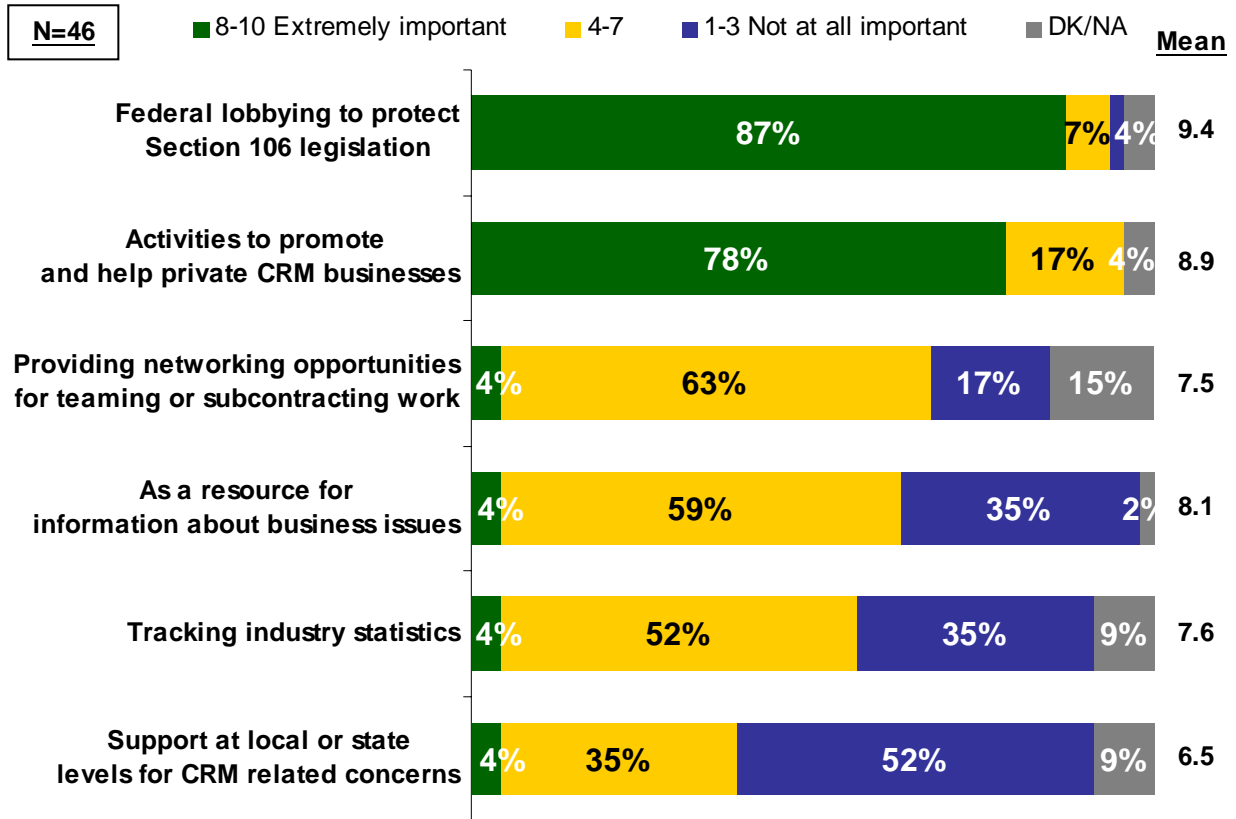
N=46



Q54. Has someone from your firm ever served on the ACRA Board?

Importance of ACRA's Role

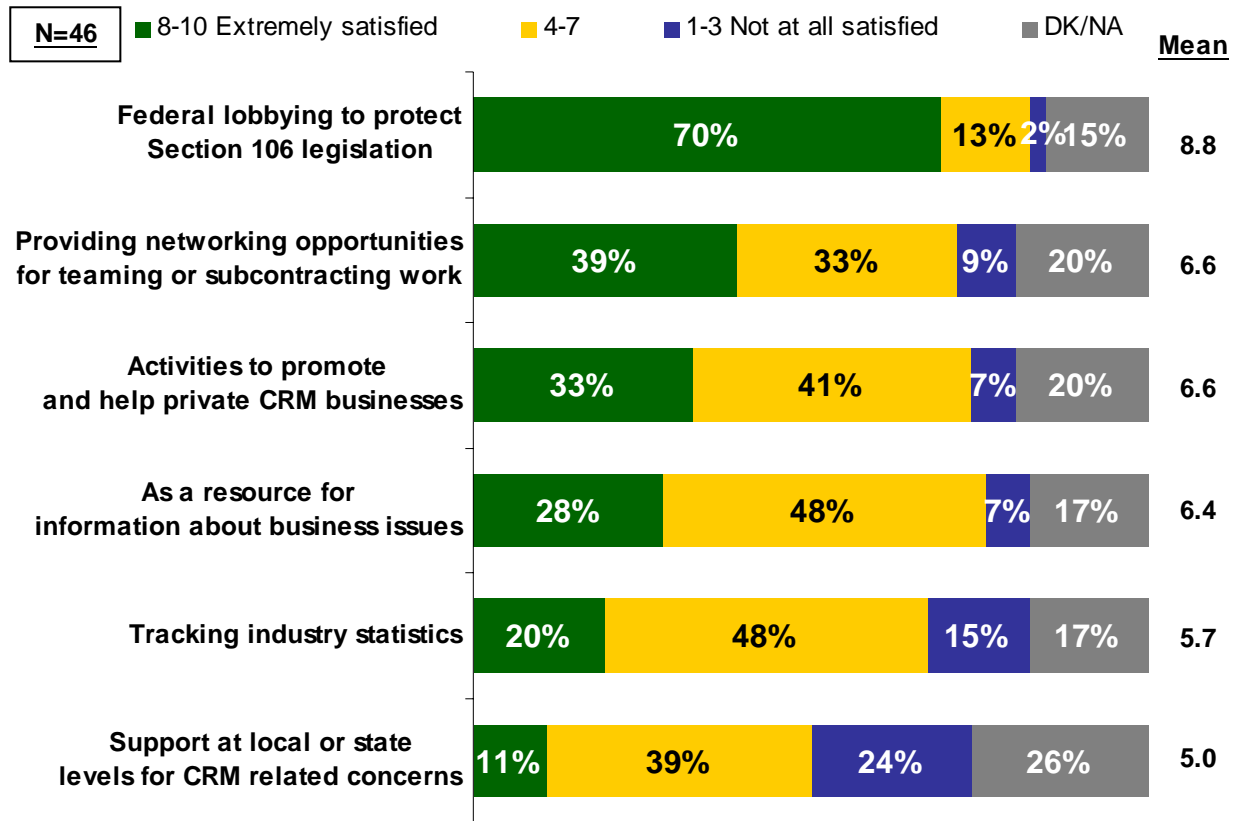
Federal lobbying and activities to promote private CRM business are viewed as highly important by more than three-quarters of respondent organizations.



Q55. How important do you think ACRA's role should be in the following areas?

Satisfaction with ACRA's Role

Satisfaction with Federal lobbying is high, but satisfaction with activities to promote and help private CRM business is slightly lower.



Q56. How satisfied are you with ACRA's role in...?

Gap Analysis: ACRA's Role

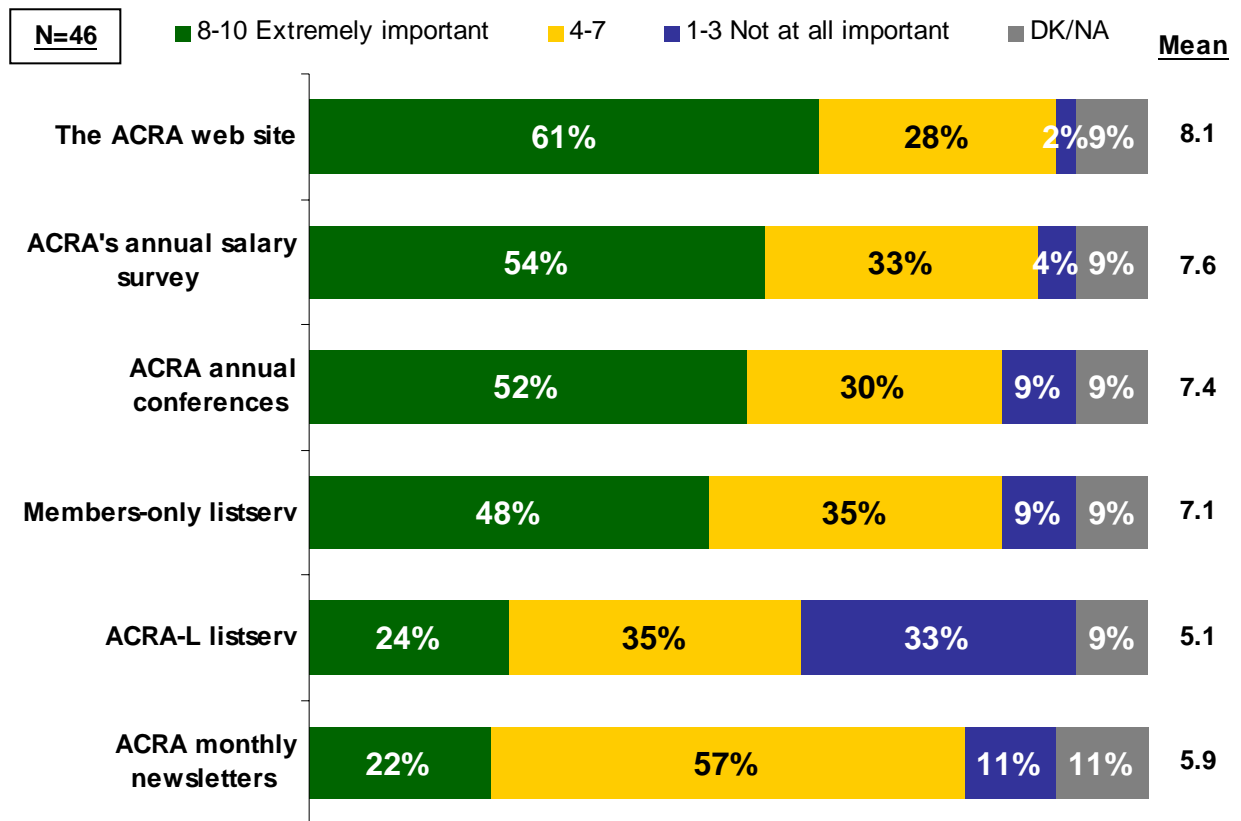
ACRA may have fallen short of member expectations in fulfilling its role.

	Importance	Satisfaction	Gap
Federal lobbying to protect Section 106 legislation	9.5	8.8	-0.7
Activities to promote and help private CRM businesses	9.2	6.6	-2.5
As a resource for information about business issues	8.4	6.4	-1.9
Providing networking opportunities for teaming or subcontracting work	7.9	6.6	-1.4
Tracking industry statistics	7.8	5.7	-2.1
Support at local or state levels for CRM related concerns	6.8	5.0	-1.7

Gaps highlighted in **green** signify satisfaction ratings significantly higher than importance.
 Gaps highlighted in **red** signify satisfaction ratings significantly lower than importance.

Importance of ACRA Benefits

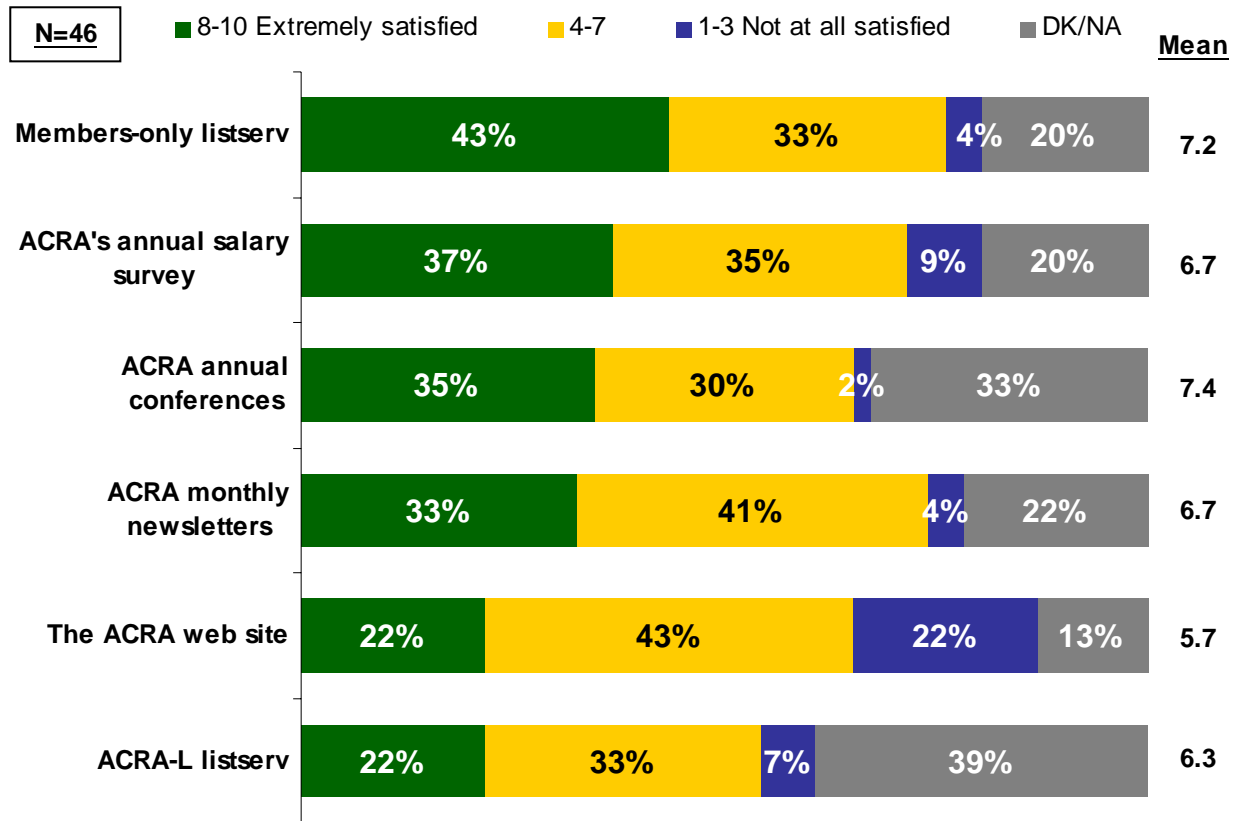
The ACRA-L listserv is low in importance for one-third of ACRA members. Other benefits are considered highly important by around 50% to 60% of respondents.



Q57. As an ACRA member, how important to you are the following?

Satisfaction with ACRA Benefits

Respondents are most satisfied with the members-only listserv and annual salary survey. 22% of members are not at all satisfied with the ACRA web site.



Q58. How satisfied are you with...?

Gap Analysis: ACRA Benefits

The ACRA web site, annual conferences and annual salary survey may not have met member expectations.

	Importance	Satisfaction	Gap
The ACRA web site	8.3	5.7	-2.6
ACRA annual conferences	8.0	7.4	-0.6
ACRA's annual salary survey	7.9	6.8	-1.1
Members-only listserv	7.6	7.2	-0.5
ACRA-L listserv	6.2	6.3	0.1
ACRA monthly newsletters	6.2	6.7	0.5

Gaps highlighted in green signify satisfaction ratings significantly higher than importance.
Gaps highlighted in red signify satisfaction ratings significantly lower than importance.

Web Site Suggestions

Members suggest that the web site be updated more regularly and that information be more readily available.

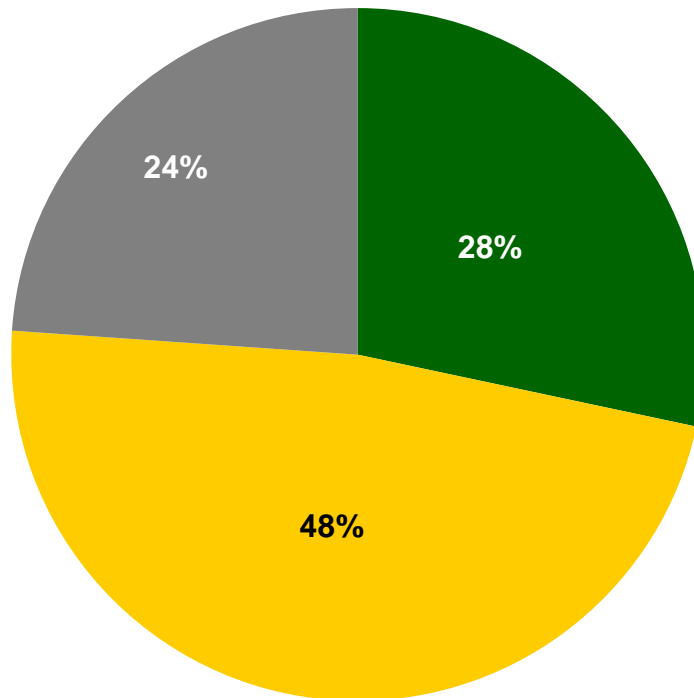
<i>Q59. What suggestions do you have for improving the web site?</i>	N	%
Regularly update (profiles, photos, info., etc)	9	20%
More user-friendly and info. more accessible	9	20%
None	2	4%
Single mentions	4	9%
DK/NA	27	59%
46 Total Respondents Gave	51 Total Responses	

Client Contact Due to ACRA Listing

Just over one-quarter of members have been contacted by a client as a result of being listed on the ACRA website. Another quarter are unsure.

N=46

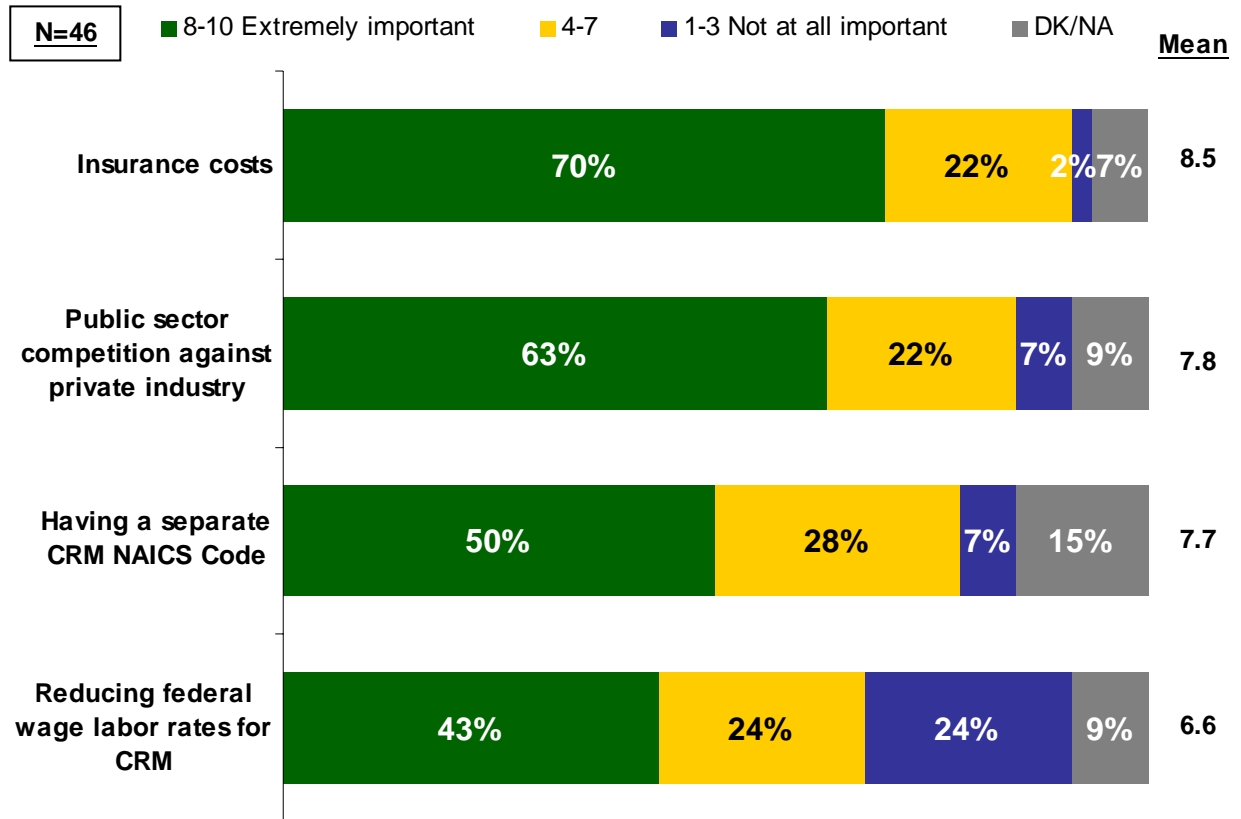
■ Yes ■ No ■ Don't know/no answer



Q60. Have you ever been contacted by a client as a result of being listed on the ACRA website?

Importance of CRM Concerns

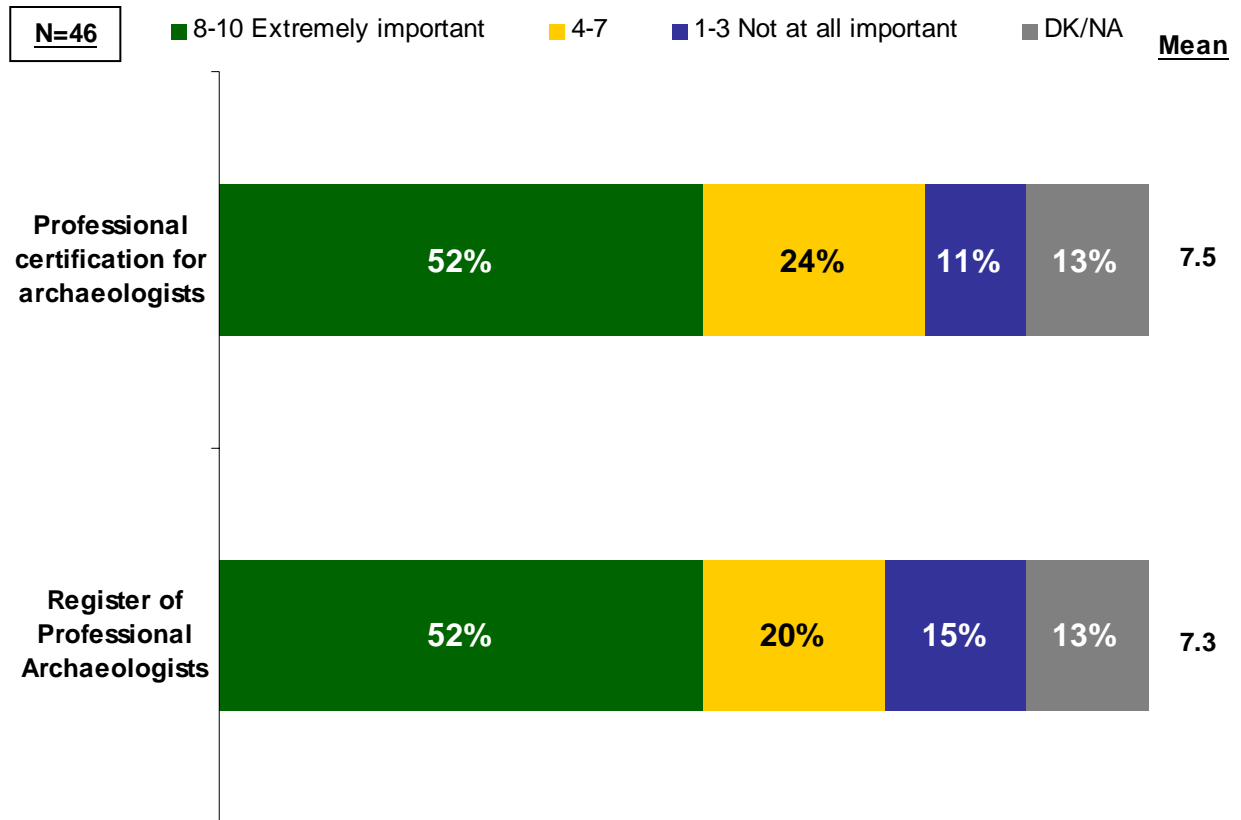
Insurance costs and public sector competition are most important to ACRA members.



Q61. How important do you think the following concerns are for the CRM Industry?

Importance to Professionalizing the CRM Industry

Professionalizing the CRM industry is highly important to over half of ACRA members.

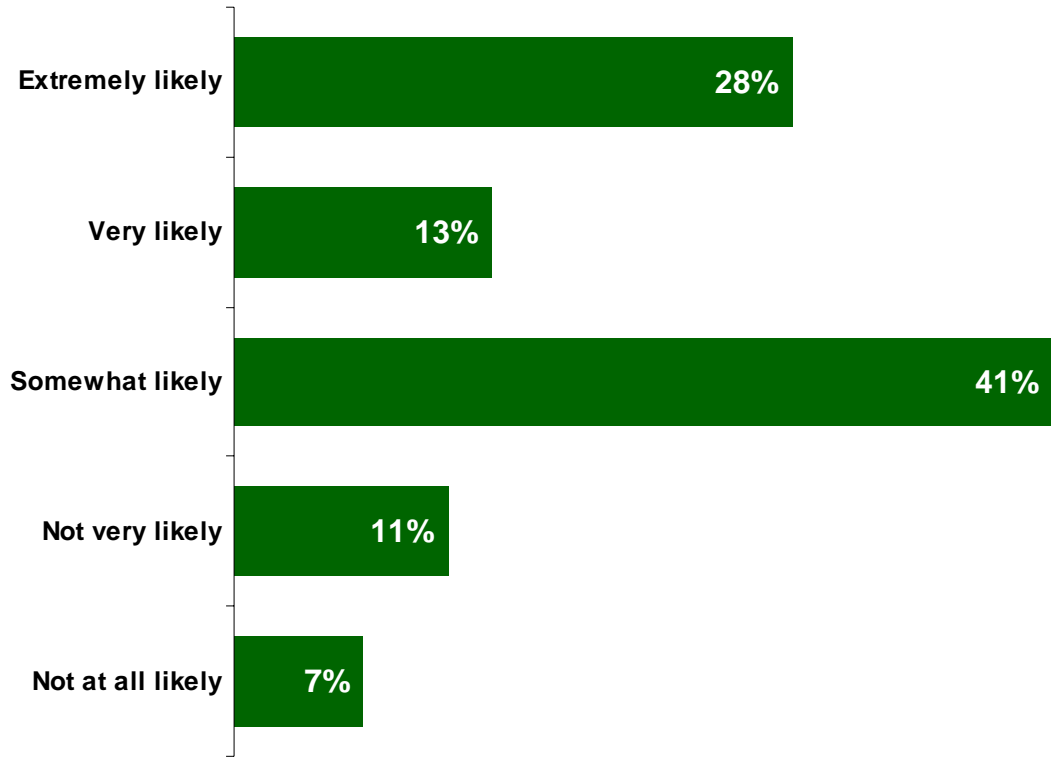


Q62. How important do you think the following are for professionalizing the CRM industry?

Interest in Regional Chapter

If regional chapters were created, 28% of ARCA members would be extremely likely to join and actively participate.

N=46



Q63. If ACRA offered state or regional chapters, how likely would you be to join and actively participate at this level?

Business Challenges

ACRA members report that fierce competition, qualified labor and the cost of doing business are the three biggest challenges facing their businesses.

<i>Q64. What are the biggest challenges that face your business today?</i>	N	%
Competition	13	28%
Succession planning/qualified labor	11	24%
Cost of doing business/cash flow	10	22%
Regulations	6	13%
Lack of business/workload	4	9%
Low value placed on work	2	4%
Iraq war/current administration	2	4%
Single mentions	1	2%
Don't know/no answer	17	37%
46 Total Respondents Gave	66 Responses	

Areas for ACRA Assistance

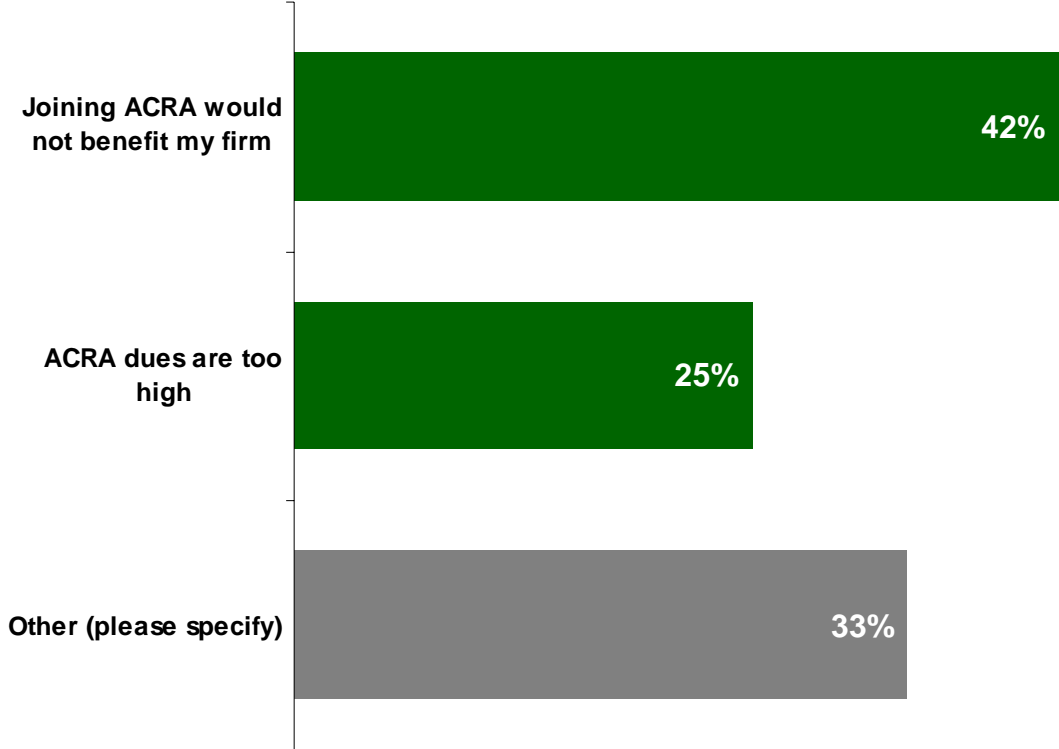
Members believe that ACRA can best assist their organizations by offering continuing education and participating in lobbying as well as other activities to promote fair competition.

<i>Q65. In what ways can ACRA better help you and your business?</i>	N	%
Provide continuing education	8	17%
Take stand on competitive practices/low-quality work	6	13%
Continue lobbying efforts	6	13%
Help reduce benefits costs	5	11%
Promote interaction/work between ACRA firms	5	11%
Updates/current information more readily available	5	11%
Work for small business	3	7%
NAICS code for archaeologists	2	4%
Single mentions	5	11%
Don't know/no answer	31	67%
46 Total Respondents Gave	76 responses	

Reason for Being a Non-Member

Many of the organizations which are not members of ACRA either do not believe that ACRA would benefit their firm or are unaware of the benefits.

N=12



Q67. Which of the following best describes why your firm is not currently a member of ACRA?

Q67. Which of the following best describes why your firm is not currently a member of ACRA? (Other)	N	%
Unaware of benefits	2	17%
DK/NA	2	17%
4 Total Respondents Gave	4 Responses	

Reasons to Join ACRA

Lower fees or a greater understanding of the benefits of being an ACRA member may convince non-members to join.

<i>Q68. What might convince you to join ACRA?</i>	N	%
Lower fees	3	25%
Knowledge of benefits	2	17%
Single mentions	1	8%
DK/NA	6	50%
12 Total Respondents Gave	12 Responses	

Verbatims

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Those wishing to receive a copy of the survey results (Q6)

Q6. If you would like to receive a copy of the survey results, please provide your contact information.

essie30@yahoo.com

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lgoetz@landauinc.com

lneal@esmaz.com

lvoellinger@halff.com

manash12@hotmail.com

nlucchetti@jriarchaeology.com

rswa@alltel.net

tbailey@maserconsulting.com

wpenner@taschek.net

Describe company's work (Q9 Other) / Services offered (Q10 Other)

ID # Q9. Which of the following best describes your company's work? (Other)

371 ARCHITECTURAL HISTORY, PRESERVATION PLANNING, HIST
376 ENVIRONMENTAL-CULTURAL RESOURCES, ECOLOGICAL, T&E,
407 CRM AS KEY PROGRAM IN ENVIRONMENTAL CONSULTING CO.
442 CRM DEPARTMENT IN A FULL SERVICE NEPA FIRM
465 WE OFFER CRM SERVICES IN ARCHAEOLOGY/HISTORY
523 FULL SERVICE CRM DEPT. IN AN A&E FIRM

ID # Q10. Which of the following services do you offer? (Other)

21 MARITIME ARCHAEOLOGY
22 PANEL AND EXHIBIT DESIGN
23 UNDERWATER ARCH, REMOTE SENSING
31 PALEOETHNOBOTANY
32 FAUNAL & MACROBOTANICAL ANALYSIS, GIS
34 HISTORICAL ARCHITECTURE
376 ECOLOGICAL AND ENVIRONMENTAL
382 ARCHITECTURE/DESIGN
395 GEOPHYSICAL SURVEY, HERITAGE TOURISM
407 RUINS PRESERVATION
411 HISTORIC TAX CREDITS
422 CEMETERY, TOWER
425 CEMETERY RELOCATION, NEPA COORDINATION
427 PALEONTOLOGY
442 GIS
518 MUSEUM AND HERITAGE RESOURCE SERVICES
519 BIOARCHAEOLOGY
523 ARCHITECTURE AND ENGINEERING
525 ORAL HISTORY
552 ARCHITECTURE, MATERIALS CONSERVATION

Suggestions for improving the web site (Q59)

ID # Q59. What suggestions do you have for improving the web site?

- 10 INCORPORATE NETWORKING BOARD FOR SUBCONTRACTING KEEP
MEMBER ADDRESSES UPDATED, LINKS TO WEBSITES
- 20 UPDATES OF MEMBER PROFILES
- 21 KEEP IT CURRENT. HAVE A GOOD AND ACCURATE NEWS SECTION; MAKE
MEMBER PROFILES EDITABLE BY MEMBERS.
- 22 MAKE CLIENT FRIENDLY MAKE SEARCHABLE BY REGION, STATE,
SERVICES, SIZE ORGANIZE LIST LOGICALLY - ALPHABETICALLY WOULD BE
OK (I CAN'T FIND MY OWN FIRM ON LIST EVEN THOUGH I KNOW ITS THERE)
NOTE YEARS WITH ACRA PROVIDE LINKS TO MEMBER WEBSITES
- 32 KEEP IT UPDATED AND TAKE OFF THE STALE PAGES. MAKE IT MORE
VISUALLY APPEALING. PROVIDE EASY TO USE LINKS TO MEMBER
WEBSITES. INCLUDE INFORMATION ABOUT FIRM SIZE AND WHICH BOARD
MEMBERS REPRESENT THOSE FIRMS ON MEMBERS ONLY SECTION.
-
- 34 CONSOLIDATE ACCESS PORTALS
- 371 UNLESS I AM CHECKING ON MY BANKING, SECURITIES OR CREDIT CARED
INFORMATION, I WILL NOT WASTE THE TIME TO OPEN A SITE THAT
REQUIRES A PASSWORD. THUS, I DON'T READ MOST ACRA INFORMATION.
- 376 NONE
- 382 1. MORE TIMELY UPDATES ON EVENTS AND MEMBER INFO. 2. PUT
SHOVELBUMS OUT OF BUSINESS AND RUN A PROFESSIONAL JOB SEARCH
SECTION 3. SUBSCRIBE TO NATIONAL JOB POSTING SERVICES AND POST
CRM/PRESERVATION PROJECTS 4. BETTER LOOKING/UPDATED LAYOUT
- 383 UPDATE REGULARLY, CHANGE THE LOOK, EASY TO FIND CONSULTANTS,
-

Suggestions for improving the web site (Q59)

ID # Q59. What suggestions do you have for improving the web site?

408 A SECTION DEALING WITH: (1) SPECIFIC STATE/REGIONAL CRM/HISTORIC
PRESERVATION/LEGISLATION ISSUES; (2) INFORMATION FOR COMPLIANCE
WITH LABOR STANDARDS FOR FEDERAL CONTRACTS AND OTHER MORE
GENERAL BUSINESS ASSISTANCE

410 ROTATING PHOTO EXHIBITS FROM MEMBERS' PROJECTS

411 EASIER NAVIGATION, MEMBER LIST EASY TO FIND ON MAIN PAGE, LIST OF
BENEFITS OF MEMBERSHIP

414 THE WEB SITE COULD BE A HUGE INFORMATION SOURCE FOR INDUSTRY
STATISTICS, BUSINESS TIPS, AND NETWORKING OPPORTUNITIES. I'D LIKE
TO SEE THIS INFORMATION MORE READILY AVAILABLE, NOT BURIED DEEP
IN THE SITE BUT EASY TO ACCESS. ALSO, ACRA COULD USE THE WEB
SITE TO PROMOTE MORE NETWORKING BETWEEN MEMBERS, AND TO
HELP MEMBERS MARKET THEIR SERVICES MORE EFFECTIVELY.

419 MUST BE UPDATED MORE FREQUENTLY; TOO HARD TO PLACE AND FIND
BRANCH OFFICES; NEED TAB BAR AT TOP OF MEMBERS PAGE TO QUICK
TAB ALPHABETHICALLY; NEED TO FIND SPECIALIZED SOURCES LIKE WBE
BY STATE QUICKLY; JOB PLACEMENT NEEDS TO BE BEEFED UP AND
LINKED TO SHOVELBUMS - BECOME GO TO SOURCE FOR CRM JOBS;
ARCHIVES ON ISSUES MORE USER FRIENDLY; WE'RE NOT A LINK ON MANY
OTHER PRESERVATION SITES.

427 KEEP IT UPDATED - ITS EMBARRASSING HOW OUT OF DATE INFORMATION
IS ON IT BE MORE RESPONSIVE TO REQUESTS FOR UPDATES AND
CHANGES THAT COME FROM MEMBER COMPANIES

430 NONE

516 MEMBERS LIST MORE EASILY SEARCHABLE ON DIFFERENT LEVELS (I.E.
COMPANY NAME, SPECIALTY, REGION)

521 MAKE IT POSSIBLE FOR MEMBERS TO UPDATE THEIR OWN INFORMATION.

Biggest challenges facing business today (Q64)

ID # Q64. What are the biggest challenges that face your business today?

430 COMPETITION
CONTROL OF COSTS, I.E. TAXES AND INSURANCE; COMPETITION FROM
465 LARGER FIRMS AND PUBLICLY FUNDED ENTITIES; ACCESS TO LARGER
CONTRACTS.
516 GETTING GOOD PEOPLE GETTING ENOUGH WORK TO KEEP EVERYONE
WE HAVE
DOT "RIGHT-SIZING" POLICIES; FEDERAL HOSTILITY TOWARD
518 CRM/PREHISTORIC/HISTORIC RESOURCES AND ATTEMPTS TO
MINIMIZE/BYPASS LEGISLATION
521 FINDING AND KEEP SKILLED EMPLOYEES

529 SURVIVING IN A BUSINESS WITH CUT RATE LOW QUALITY COMPLIANCE
COMPETITION

Ways ACRA can better help business (Q65)

ID # Q65. In what ways can ACRA better help you and your business?

10 MORE SMALL BUSINESS SUPPORT (MORE NEWS AND GUIDANCE OF THE CRM INDUSTRY, AS AN INDUSTRY), MENTORING PROGRAMS. LEAD CHARGE AGAINST PUBLIC-SECTOR/UNIVERSITY PROGRAM COMPETITION.

20 PROVIDE CONTINUING PROFESSIONAL EDUCATION

21 MORE OF THE SAME, AND BETTER. FOSTER CONNECTIONS BETWEEN ACRA FIRMS; FIND DISCOUNTED INSURANCE. KEEP LOBBYING SEC 106.

22 CONTINUE TO LOBBY TO PRESERVE LEGISLATION PROVIDE A FORUM FOR CLIENTS TO FIND FIRMS MAKE THE WEBSITE (CLIENT FORUM) KNOWN TO POTENTIAL CLIENT COMMUNITY THROUGH PARTICIPATION AT APPROPRIATE VENUES ENCOURAGE MEMBERSHIP BUSINESS INTERACTION

23 SUPPORT STATE PROFESSIONAL COUNCILS IN REDUCING COMPETITION BETWEEN ACADEMIC-BASED V. PRIVATE CONSULTANTS. PROMOTE MORE ACRA MEMBER USE OF EACH OTHER'S SERVICES.

27 LOBBY EFFORTS AT VARIOUS LEVELS. GROUP INSURANCE GET MORE MEMBERS

32 EDUCATE CLIENTS AND AGENCIES ABOUT THE DANGERS OF HIRING FIRMS WHO WORK CHEAPLY. SCHEDULE THE ANNUAL CONFERENCE AT THE SAME TIME EVERY FALL SO THAT WE CAN PLAN AROUND IT. HIRE A GOOD MANAGEMENT FIRM WHO CAN COMMUNICATE BETTER WITH THE MEMBERSHIP.

33 RESTRUCTURE THE DUES. DUES BASED ON REVENUES SEEM DISCRIMINATORY.

370 PROMOTE INTERACTION AMONGST ACRA FIRMS

SEE MY RESPONSE TO YOUR PREVIOUS QUESTION. ACRA DOES NOT REPRESENT ARCHITECTURAL HISTORY AND ARCHAEOLOGY EQUALLY. EVEN YOUR INQUIRIES ABOUT PROFESSIONAL REGISTRATION RELATE ONLY TO ARCHAEOLOGY. CRM DOES NOT ADEQUATELY TRAIN PROFESSIONALS TO EVALUATE ABOVE-GROUND BUILDINGS, STRUCTURES AND DISTRICTS FOR LISTING ON THE NATIONAL REGISTER OR THE CALIFORNIA REGISTER. THREE OF THE FOUR CRITERIA FOR NATIONAL AND CALIFORNIA REGISTERS HAVE TO DO WITH SOCIAL HISTORY OR ARCHITECTURAL HISTORY, YET CRM PEOPLE FOCUS ONLY ON THE ONE CRITERION THAT FOCUSES ON ARCHAEOLOGY. PLEASE TAKE ARCHITECTURAL HISTORY MORE SERIOUSLY. THERE IS NO OTHER GROUP THAT REPRESENTS BUSINESSES COMPRISED OF ARCHITECTURAL HISTORIANS AND THE BUILT ENVIRONMENT. THE SOCIETY OF ARCHITECTURAL HISTORIANS IS MADE UP PRIMARILY OF ACADEMIC HISTORIANS, NOT BUSINESS OWNERS.

Ways ACRA can better help business (Q65)

ID # Q65. In what ways can ACRA better help you and your business?

- 376 PROVIDE HEALTH INSURANCE AT A REASONABLE RATE TO MEMBERS; SAME FOR PROFESSIONAL LIABILITY
- 380 KEEP PROVIDING COMPARATIVE DATA, LOBBYING TO KEEP HISTORIC PRESERVATION IMPORTANT TO THE AMERICAN PEOPLE (AND LAWMAKERS), PUBLIC OUTREACH FOR SIMILAR PURPOSES...
- 382 PROMOTE HIGH STANDARD WORK AND ENCOURAGE REVIEWING AGENCIES TO ONLY ACCEPT HIGH STANDARD WORK.
- 383 MAINTAIN NELLIE IN WASHINGTON, KEEP FINGER ON PULSE OF CHALLENGES TO REGULATIONS, BUSINESS TRAINING TO KEEP THE STANDARDS HIGH, NETWORKING, SHARING INFO
- 395 BRING NATIONAL ATTENTION AND PRESSURE TO LOCAL ISSUES ON BEHALF OF MEMBER FIRMS
-

408 BY ADDRESSING SOME OF THE CONCERNS IN THE LAST QUESTION. ACRA (& CRM PRACTITIONERS IN GENERAL) WOULD BE WELL SERVED BY LOOKING AT OTHER PROFESSIONS (& YES CRM IS A PROFESSION, NOT A TRADE) WHICH REGARD TO CERTIFICATIONS AND ACCOUNTABILITY. CERTIFICATIONS SHOULD BE RIGID AND THERE SHOULD BE NOT ONLY ETHICAL STATEMENTS BUT MINIMUM WAGE RATES.

410 SMALL BUSINESS DEVELOPMENT WORKSHOPS

414 TAKE A STAND ON UNFAIR COMPETITIVE PRACTICES AND HELP FIRMS THAT FACE THIS CRISIS. HELP TO DEVELOP SOME SORT OF CERTIFICATION PROCESS SO THAT ARCHAEOLOGISTS VIEW THEMSELVES AS PROFESSIONALS AND CHARGE ACCORDINGLY. PROVIDE RELEVANT INFORMATION FOR BUSINESSES, ESPECIALLY SMALL FIRMS THAT ARE GROWING. MAKE THIS INFORMATION AVAILABLE, EASILY ACCESSABLE, AND USEFUL. HELP SET INDUSTRY STANDARDS IN TERMS OF HAVING A UNIQUE NAICS CODE, HELPING TO KEEP INSURANCE RATES REASONABLE FOR OUR INDUSTRY, AND REDUCING WAGE LABOR RATES ON FEDERAL PROJECTS. CONTINUE TO BE AN INFORMATION RESOURCE--KEEP UP THE GOOD WORK!

415 BEING ABLE TO LEARN PERSPECTIVES AND HEAR ABOUT EXPERIENCES FROM AROUND THE COUNTRY IS VERY USEFUL. HAVING NEARLY IMMEDIATE NOTIFICATION OF CONTEMPLATED REGULATORY CHANGES IS INVALUABLE.

419 OFFERING TOPICAL WORKSHOPS ON BUSINESS AND REGULATORY ISSUES; CAMPAIGN FOR NATIONAL ISSUES SUCH AS WAGE RATES;

Ways ACRA can better help business (Q65)

ID # Q65. In what ways can ACRA better help you and your business?

424 RELEVANT PROGRAMS AT NATIONAL CONFERENCE

425 NAICS CODE FOR ARCHAEOLOGISTS

FIND WAYS TO HELP ENCOURAGE BETTER EDUCATION IN WRITING SKILLS IN COLLEGE AND GRADUATE SCHOOL FIND WAYS TO HELP COMPANIES FIND GOOD

427 TECHNICIANS, GOOD ARCHAEOLOGISTS AND HISTORIANS AND GOOD SENIOR LEVEL STAFF TO HIRE - THIS ALONE WOULD MAKE ACRA ONE OF THE MOST VALUABLE ASSETS THAT CRM COMPANIES HAVE IN THEIR POSSESSION.

MORE WORKSHOPS ON PROPOSAL WRITING, FEDERAL CONTRACTING REQUIREMENTS, ETC. MORE COORDINATED INFORMATION REGARDING

465 INSURANCE ISSUES--I.E. COULD ACRA FIND A WAY TO FORM A GROUP FOR HEALTH COVERAGE? HOW ABOUT FINDING A COMPANY OR COMPANIES THAT WOULD WORK WITH US ON AFFORDABLE PROFESSIONAL LIABILITY/COMMERCIAL AUTO, ETC.

516 MAKE ACRA MEMBERSHIP AN IMPORTANT CRITERIA FOR LISTING COMPANIES AS QUALIFIED TO DO WORK AT THE STATE LEVEL

CONTINUE ITS CURRENT INITIATIVES IN BUSINESS EDUCATION, COMMUNICATION

518 OF CRITICAL ISSUES, EDUCATION OF STATE AND FEDERAL LEGISLATORS AND AGENCIES STAFFS; BEING OUR ADVOCATE

PUT PRESSURE ON HPOS TO REQUIRE BETTER STANDARD STARTING FROM

529 WITHIN THE HPO. HIRING REVIEWER WITH AT LEAST 10 YEARS EXPERIENCE AND NOT SOME KID WITH A MASTER DEGREE AND LIMITED OR NO FIELD EXPERIENCE.

Why firm is not member of ACRA (Q67) / What might convince firm to join ACRA (Q68)

ID # Q67. Which of the following best describes why your firm is not currently a member of ACRA? (Other)

463 UNFAMILIAR WITH HOW JOINING ACRA WOULD BENEFIT MY
407 NOT SURE WHAT ACRA COULD DO FOR US
484 DON'T KNOW
493 DON'T KNOW

ID # Q68. What might convince you to join ACRA?

501 WE WOULD JOIN ACRA WHEN WE BECOME A MORE PROFITABLE COMPANY
525 LOWER FEES AND MORE DIRECT APPLICATION OF BENEFITS.
519 LOWER DUES. HIGHER INVOLVEMENT OF ACRA IN THE ARCHAEOLOGICAL
COMMUNITY.
463 KNOWLEDGE OF BENEFITS TO MY FIRM.
442 IF IT WERE FREE.

407 I WOULD NEED TO DO SOME RESEARCH WEIGHING THE FEES AGAINST THE
POTENTIAL BENEFITS.
523 ESPECIALLY IF ACRA WOULD LOBBY FOR AN ARCHEOLOGY LICENSE, LIKE
GEOLOGISTS, ENGINEERS AND LAWYERS.

Appendix I

Appendix I: Quantitative Questions by Membership Status, Region & Gross Annual Sales

Percent charged for total overhead (Q14)

	Q4. Is your company a member of ACRA?			
Q14. In 2006, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
	115.9	46	130.4	12

	Q8. In which region does your company do most of its business? (check all that apply)							
Q14. In 2006, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?	Mid-Atlantic		Northeast		Southwest		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	165.8	12	148.0	3	133.2	13	129.9	11

	Q8. In which region does your company do most of its business? (check all that apply)							
Q14. In 2006, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?	Plains		Mountain West		Southeast		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	118.0	5	113.9	9	105.7	14	101.6	11

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
Q14. In 2006, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	60.6	11	97.5	10	128.1	19	156.6	18

Breakdown of direct labor (Q15a&b)

Q15a&b. Please provide the breakdown of _____ as a percentage of direct labor.	Q4. Is your company a member of ACRA?			
	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
% Fringe benefits	40.9	19	42.5	2
% General Overhead	79.8	19	93.5	2

Q15a&b. Please provide the breakdown of _____ as a percentage of direct labor.	Q8. In which region does your company do most of its business? (check all that apply)							
	Midwest		Southwest		Plains		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Fringe benefits	58.8	6	48.3	4	43.3	3	36.2	5
% General Overhead	111.7	6	98.8	4	97.5	3	84.6	5

Q15a&b. Please provide the breakdown of _____ as a percentage of direct labor.	Q8. In which region does your company do most of its business? (check all that apply)							
	Mountain West		Mid-Atlantic		Southeast		Northeast	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Fringe benefits	35.5	2	32.3	3	30.0	4	21.0	2
% General Overhead	79.8	2	71.5	3	71.3	4	51.0	2

Q15a&b. Please provide the breakdown of _____ as a percentage of direct labor.	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Fringe benefits	31.7	3	74.3	3	33.1	7	39.0	8
% General Overhead	48.3	3	45.0	3	90.4	7	98.9	8

Percentage charged for a normal fee or profit margin (Q16)

	<i>Q4. Is your company a member of ACRA?</i>			
<i>Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?</i>	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
	15.2	45	15.9	12

	<i>Q8. In which region does your company do most of its business? (check all that apply)</i>							
<i>Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?</i>	Far West		Mountain West		Southeast		Southwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	17.3	11	17.0	8	16.8	14	15.2	13

	<i>Q8. In which region does your company do most of its business? (check all that apply)</i>							
<i>Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?</i>	Midwest		Mid-Atlantic		Northeast		Plains	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	12.5	11	11.7	12	11.7	3	11.2	5

	<i>Q13. Which of the following would best describe your company's gross annual sales in 2006?</i>							
<i>Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?</i>	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	25.7	10	16.3	10	11.9	19	12.7	18

Percentage of employees of specified employment status (Q18)

	Q4. Is your company a member of ACRA?			
Q18. In 2006, what percentage of your regular employees were _____ ?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
% Permanent, full-time salaried employees	38.2	46	45.1	12
% Permanent, full-time hourly employees	36.8	46	36.6	12
% Permanent, part-time employees	8.8	46	5.6	12
% Temporary employees (whether full-time or part-time)	16.2	46	12.8	12

	Q8. In which region does your company do most of its business? (check all that apply)							
Q18. In 2006, what percentage of your regular employees were _____ ?	Northeast		Mid-Atlantic		Southeast		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Permanent, full-time salaried employees	28.7	3	36.2	12	41.5	14	38.3	11
% Permanent, full-time hourly employees	67.0	3	45.8	12	33.7	14	38.5	11
% Permanent, part-time employees	4.3	3	6.8	12	6.5	14	7.7	11
% Temporary employees (whether full-time or part-time)	0.0	3	11.2	12	18.3	14	15.5	11

Percentage of employees of specified employment status (Q18)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q18. In 2006, what percentage of your regular employees were _____ ?	Plains		Mountain West		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Permanent, full-time salaried employees	41.2	5	46.9	9	42.3	13	28.4	11
% Permanent, full-time hourly employees	43.4	5	32.3	9	34.2	13	50.1	11
% Permanent, part-time employees	3.8	5	10.0	9	8.0	13	10.0	11
% Temporary employees (whether full-time or part-time)	11.6	5	10.8	9	15.5	13	11.5	11

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
Q18. In 2006, what percentage of your regular employees were _____ ?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% Permanent, full-time salaried employees	43.7	11	32.2	10	24.1	19	57.6	18
% Permanent, full-time hourly employees	14.6	11	37.3	10	57.7	19	27.9	18
% Permanent, part-time employees	11.5	11	7.2	10	9.9	19	4.8	18
% Temporary employees (whether full-time or part-time)	30.1	11	23.3	10	8.3	19	9.7	18

Number of individual employees (Q19a)

	Q4. Is your company a member of ACRA?			
Q19a. In 2006, how many <i>individual employees</i> (whether they worked for an hour or 2,080 hours) did your company have on payroll?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
	44	45	82	12

	Q8. In which region does your company do most of its business? (check all that apply)							
Q19a. In 2006, how many <i>individual employees</i> (whether they worked for an hour or 2,080 hours) did your company have on payroll?	Northeast		Southeast		Mountain West		Mid-Atlantic	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	110	3	90	13	76	9	74	12

	Q8. In which region does your company do most of its business? (check all that apply)							
Q19a. In 2006, how many <i>individual employees</i> (whether they worked for an hour or 2,080 hours) did your company have on payroll?	Plains		Midwest		Far West		Southwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	71	5	66	11	55	9	46	13

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
Q19a. In 2006, how many <i>individual employees</i> (whether they worked for an hour or 2,080 hours) did your company have on payroll?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	4	10	13	10	30	19	124	18

Total hours worked (Q19b)

	Q4. Is your company a member of ACRA?			
Q19b. In 2006, how many <u>total hours</u> did all employees work (assume one full-time employee works 2,080 hours in a year)?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
	56,738	45	161,271	12

	Q8. In which region does your company do most of its business? (check all that apply)							
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Q19b. In 2006, how many <u>total hours</u> did all employees work (assume one full-time employee works 2,080 hours in a year)?	Northeast		Southeast		Plains		Mid-Atlantic	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	197,096	3	165,374	13	122,246	5	117,752	12

	Q8. In which region does your company do most of its business? (check all that apply)							
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Q19b. In 2006, how many <u>total hours</u> did all employees work (assume one full-time employee works 2,080 hours in a year)?	Mountain West		Midwest		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	114,528	9	86,057	11	70,675	13	65,270	9

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
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Q19b. In 2006, how many <u>total hours</u> did all employees work (assume one full-time employee works 2,080 hours in a year)?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
	3,911	10	11,555	10	42,270	19	196,149	18

Highest level of education completed by professional and management staff (Q20)

	Q4. Is your company a member of ACRA?			
Q20. What is the highest education level attained by your company's 2006 professional and management staff?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
% High school diploma	4.5	46	5.1	12
% Associate's degree	0.8	46	4.7	12
% 4-year bachelor's degree	35.4	46	37.2	12
% 5-year professional degree	3.5	46	5.5	12
% Master's degree or MBA	41.8	46	41.9	12
% Ph.D	14.1	46	5.7	12

	Q8. In which region does your company do most of its business? (check all that apply)							
Q20. What is the highest education level attained by your company's 2006 professional and management staff?	Northeast		Mid-Atlantic		Southeast		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% High school diploma	4.0	3	6.0	12	8.1	14	1.5	11
% Associate's degree	7.0	3	2.6	12	1.4	14	0.6	11
% 4-year bachelor's degree	55.7	3	35.0	12	44.0	14	35.3	11
% 5-year professional degree	8.3	3	11.2	12	1.8	14	0.0	11
% Master's degree or MBA	22.3	3	31.3	12	31.2	14	47.2	11
% Ph.D	2.7	3	14.0	12	13.6	14	15.3	11

Highest level of education completed by professional and management staff (Q20)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q20. What is the highest education level attained by your company's 2006 professional and management staff?	Plains		Mountain West		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% High school diploma	0.4	5	2.8	9	2.8	13	2.7	11
% Associate's degree	1.4	5	0.8	9	3.0	13	2.3	11
% 4-year bachelor's degree	39.1	5	54.8	9	39.5	13	28.2	11
% 5-year professional degree	0.0	5	1.8	9	0.0	13	4.5	11
% Master's degree or MBA	50.9	5	33.7	9	47.7	13	47.2	11
% Ph.D	8.2	5	6.2	9	7.0	13	15.1	11

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
Q20. What is the highest education level attained by your company's 2006 professional and management staff?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
% High school diploma	4.5	11	7.1	10	5.2	19	2.7	18
% Associate's degree	0.0	11	3.0	10	1.5	19	1.8	18
% 4-year bachelor's degree	19.7	11	41.8	10	44.7	19	32.8	18
% 5-year professional degree	0.0	11	11.7	10	2.2	19	3.7	18
% Master's degree or MBA	50.0	11	32.9	10	36.9	19	46.8	18
% Ph.D	25.7	11	3.5	10	9.4	19	12.2	18

Hourly loaded bill-out fees paid to consultants (Q33)

	Q4. Is your company a member of ACRA?			
Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005 and 2006?	Member		Non-Member	
	Mean	Valid N	Mean	Valid N
Archaeologists	\$50.82	16	\$62.67	6
Historians	\$61.83	16	\$61.50	4
Architectural Historians	\$69.82	17	\$60.00	6
Geomorphologists	\$79.63	22	\$70.00	3
Photographers	\$66.00	7	\$50.00	2
Ethno/Paleobotantists	\$46.45	8	\$40.00	1
Zooarchaeologists	\$45.96	10	\$45.00	1
Geophysical/GPR	\$55.05	7	\$150.00	1
Computer Specialists	\$54.05	5	\$80.00	2
Historic Preservation Planners	\$92.00	5	\$60.00	1
Urban Planners	\$55.00	1	-	0
GIS Specialists	\$51.78	7	\$53.33	3
Editors	\$38.30	10	\$57.00	2
Graphic Artists	\$46.13	8	\$44.00	5

Hourly loaded bill-out fees paid to consultants (Q33)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005 and 2006?	Northeast		Mid-Atlantic		Southeast		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Archaeologists	\$69.39	2	\$59.36	7	\$44.67	6	\$40.92	6
Historians	\$80.90	2	\$57.33	4	\$48.43	3	\$50.04	7
Architectural Historians	\$77.83	2	\$64.56	7	\$50.98	7	\$51.38	5
Geomorphologists	\$145.00	3	\$54.13	5	\$49.13	5	\$72.92	8
Photographers	\$55.00	1	\$54.50	2	\$62.50	2	\$76.50	2
Ethno/Paleobotanists	\$50.00	1	\$21.63	1	\$47.21	3	\$40.54	3
Zooarchaeologists	\$37.50	1	\$29.81	2	\$41.54	3	\$35.92	5
Geophysical/GPR	-	0	\$73.46	3	\$42.69	2	\$57.60	4
Computer Specialists	-	0	\$20.23	1	\$30.12	2	\$56.74	3
Historic Preservation Planners	-	0	-	0	\$40.00	1	\$90.00	2
Urban Planners	-	0	-	0	\$55.00	1	-	0
GIS Specialists	\$90.00	1	\$44.81	3	\$27.48	3	\$41.22	2
Editors	-	0	\$46.52	2	\$31.52	2	\$32.61	5
Graphic Artists	\$65.00	1	\$59.67	3	\$30.00	2	\$40.00	3

Hourly loaded bill-out fees paid to consultants (Q33)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005 and 2006?	Plains		Mountain West		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Archaeologists	\$37.77	2	\$50.39	4	\$52.75	5	\$59.59	3
Historians	\$55.10	3	\$62.83	4	\$74.36	5	\$72.73	8
Architectural Historians	\$50.95	2	\$57.97	4	\$74.13	5	\$94.28	6
Geomorphologists	\$43.56	3	\$59.86	6	\$62.50	8	\$78.75	4
Photographers	-	0	-	0	\$42.50	2	\$67.50	2
Ethno/Paleobotanists	\$37.21	3	\$21.63	1	\$40.00	1	\$40.00	1
Zooarchaeologists	\$36.54	3	\$42.40	4	\$41.25	2	\$47.50	3
Geophysical/GPR	\$25.38	1	\$25.38	1	\$50.00	1	-	0
Computer Specialists	\$20.23	1	\$40.12	2	\$100.00	1	\$60.00	1
Historic Preservation Planners	-	0	-	0	-	0	\$100.00	3
Urban Planners	-	0	-	0	-	0	-	0
GIS Specialists	\$41.22	2	\$58.11	4	\$20.00	1	-	0
Editors	\$18.03	1	\$29.51	4	\$53.00	3	\$45.00	1
Graphic Artists	-	0	\$60.00	1	\$30.00	2	\$48.33	3

Hourly loaded bill-out fees paid to consultants (Q33)

	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2005 and 2006?	Less than \$250,000		\$250,001-\$750,000		\$750,001-\$3,000,000		Greater than \$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Archaeologists	\$53.75	6	\$55.00	3	\$56.00	6	\$52.22	7
Historians	\$62.50	4	\$50.00	2	\$53.71	7	\$72.76	7
Architectural Historians	\$81.25	4	\$70.00	3	\$56.43	7	\$68.54	9
Geomorphologists	\$70.00	1	\$121.00	5	\$67.36	9	\$68.07	10
Photographers	\$90.00	1	\$45.00	1	\$70.00	2	\$57.40	5
Ethno/Paleobotanists	\$47.50	2	\$45.00	2	\$51.67	3	\$35.82	2
Zooarchaeologists	-	0	\$32.50	2	\$51.00	5	\$46.15	4
Geophysical/GPR	\$60.00	1	\$25.00	1	\$85.00	3	\$65.13	3
Computer Specialists	-	0	\$80.00	2	\$50.00	2	\$56.74	3
Historic Preservation Planners	\$120.00	2	-	0	\$53.33	3	\$120.00	1
Urban Planners	\$55.00	1	-	0	-	0	-	0
GIS Specialists	\$40.00	2	-	0	\$45.00	4	\$65.61	4
Editors	\$27.50	2	\$50.00	1	\$40.00	3	\$45.34	6
Graphic Artists	\$46.25	4	\$35.00	1	\$43.75	4	\$48.50	4

Number of employees in specified positions (Q35-50)

Q35-50. Number of employees	Q4. Is your company a member of ACRA?			
	Member Mean	Valid N	Non-Member Mean	Valid N
Business Owner/Principal	1.8	38	5.3	8
CRM Division/Department/Group Manager	2.2	16	1.0	4
Regional Office Manager	3.9	11	6.5	2
Project Manage	3.3	24	9.5	6
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	4.4	32	2.8	11
Archaeologist/Field Director/Project Archaeologist	4.7	32	2.8	10
Historian/Architectural Historian/Preservation Planner	2.5	26	2.1	7
Laboratory Director	1.2	27	1.2	5
Crew Chief	4.1	25	2.9	7
Senior Archaeological Technician	9.3	22	3.1	7
Archaeological Technician	12.2	26	10.3	7
Laboratory Technician	3.4	22	3.3	4
Graphic Artist	1.6	21	1.8	4
Editor	1.1	19	2.7	3
Production Assistant	1.2	16	1.0	5
Geographic Information System Analyst	1.5	16	1.8	6

Number of employees in specified positions (Q35-50)

Q35-50. Number of employees	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	5.67	3	2.33	9	2.17	12	1.22	9
CRM Division/Department/Group Manager	1.00	2	2.00	5	1.60	5	2.67	6
Regional Office Manager	7.5	2	5.3	4	4.8	5	3.4	5
Project Manage	1.0	2	3.2	9	11.7	7	4.2	6
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	5.5	2	5.7	9	4.0	10	5.8	9
Archaeologist/Field Director/Project Archaeologist	8.5	2	4.2	9	5.5	10	3.7	9
Historian/Architectural Historian/Preservation Planner	3.7	3	3.2	9	3.3	8	2.9	7
Laboratory Director	1.0	3	1.1	9	1.1	7	1.3	6
Crew Chief	6.0	3	6.2	6	5.3	9	6.1	8
Senior Archaeological Technician	25.5	2	9.5	8	9.7	9	23.6	5
Archaeological Technician	16.0	2	9.1	9	12.7	10	16.7	7
Laboratory Technician	2.0	2	5.1	7	4.4	7	3.7	6
Graphic Artist	2.0	1	1.6	7	1.8	5	1.8	5
Editor	2.0	1	1.2	6	1.2	6	1.3	6
Production Assistant	-	0	1.2	5	1.2	6	1.3	4
Geographic Information System Analyst	1.5	2	1.2	5	1.6	7	1.5	4

Number of employees in specified positions (Q35-50)

Q35-50. Number of employees	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	1.25	4	1.86	7	1.67	9	3.20	10
CRM Division/Department/Group Manager	2.00	2	1.75	4	1.50	6	1.75	4
Regional Office Manager	5.0	2	4.0	4	6.0	4	3.3	3
Project Manager	5.3	3	5.3	6	2.8	8	3.3	6
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	6.0	4	5.4	8	4.2	11	4.9	9
Archaeologist/Field Director/Project Archaeologist	6.0	4	6.1	8	5.6	11	8.4	7
Historian/Architectural Historian/Preservation Planner	3.3	3	2.8	6	3.4	7	2.6	8
Laboratory Director	1.0	3	1.1	7	1.1	9	1.0	5
Crew Chief	10.0	3	7.0	7	6.0	8	4.7	7
Senior Archaeological Technician	21.7	3	14.0	6	12.3	7	13.0	6
Archaeological Technician	13.0	3	19.7	7	25.2	6	10.3	6
Laboratory Technician	5.3	3	4.0	6	3.3	7	2.2	6
Graphic Artist	2.0	1	1.3	4	1.5	6	2.0	5
Editor	1.5	2	1.3	3	1.3	4	2.2	5
Production Assistant	2.0	1	1.5	4	1.3	3	1.4	5
Geographic Information System Analyst	1.0	2	1.0	5	1.4	7	1.6	5

Number of employees in specified positions (Q35-50)

Q35-50. Number of employees	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
	\$250,000		\$750,000		\$3,000,000		\$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	1.33	9	2.29	7	1.60	19	3.87	15
CRM Division/Department/Group Manager	1.00	1	2.67	3	2.00	19	1.83	12
Regional Office Manager	-	0	11.0	1	3.0	19	3.8	11
Project Manage	1.0	1	1.4	5	2.6	19	7.7	13
Principal Investigator/Senior Archaeologist/Senior Architectural Historian	1.0	4	2.0	6	3.2	19	6.2	17
Archaeologist/Field Director/Project Archaeologist	1.2	5	1.3	6	3.0	19	7.2	17
Historian/Architectural Historian/Preservation Planner	1.0	1	1.0	5	2.2	19	3.2	16
Laboratory Director	-	0	1.0	6	1.1	19	1.3	15
Crew Chief	3.0	1	1.5	6	2.3	19	5.8	15
Senior Archaeological Technician	4.5	2	2.3	3	3.0	19	12.3	15
Archaeological Technician	2.3	3	9.0	5	9.0	19	16.4	15
Laboratory Technician	-	0	1.0	3	2.8	19	4.2	14
Graphic Artist	-	0	1.0	1	1.3	19	2.0	13
Editor	-	0	1.0	2	1.0	19	1.6	12
Production Assistant	-	0	1.0	1	1.0	19	1.3	9
Geographic Information System Analyst	-	0	1.0	1	1.0	19	1.9	14

Hourly pay rate of employees in specified positions (Q35-50)

Q35-50. Hourly pay rate	Q4. Is your company a member of ACRA?			
	Member Mean	Member Valid N	Non-Member Mean	Non-Member Valid N
Business Owner/Principal	\$43.48	36	\$48.80	8
CRM Division/Department/Group Manager	\$41.03	14	\$44.77	4
Regional Office Manager	\$36.04	11	\$60.00	2
Project Manager	\$28.03	23	\$30.62	6
Principal Investigator/Senior	\$25.23	32	\$24.58	11
Archaeologist/Field Director/Project Archaeologist	\$19.41	34	\$21.09	10
Historian/Architectural Historian/Preservation Planner	\$26.60	27	\$22.06	7
Laboratory Director	\$19.07	27	\$20.63	5
Crew Chief	\$15.93	25	\$16.69	7
Senior Archaeological Technician	\$14.40	22	\$15.12	7
Archaeological Technician	\$13.02	25	\$13.39	7
Laboratory Technician	\$14.01	22	\$12.50	4
Graphic Artist	\$17.93	21	\$19.44	4
Editor	\$21.87	19	\$22.50	3
Production Assistant	\$22.49	17	\$16.50	5
Geographic Information System Analyst	\$22.77	16	\$25.04	6

Hourly pay rate of employees in specified positions (Q35-50)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q35-50. Hourly pay rate	Northeast		Mid-Atlantic		Southeast		Midwest	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	\$56.58	3	\$56.93	10	\$40.09	11	\$42.05	9
CRM Division/Department/Group Manager	\$53.85	2	\$44.24	5	\$48.84	5	\$41.40	6
Regional Office Manager	\$51.17	2	\$45.52	4	\$38.22	6	\$34.61	5
Project Manage	\$44.76	2	\$31.48	8	\$30.08	7	\$30.22	6
Principal Investigator/Senior	\$32.89	2	\$25.86	11	\$25.45	8	\$23.13	9
Archaeologist/Field Director/Project Archaeologist	\$18.46	3	\$19.44	10	\$18.20	10	\$18.45	9
Historian/Architectural Historian/Preservation Planner	\$19.00	3	\$24.38	9	\$21.77	8	\$22.68	7
Laboratory Director	\$17.43	3	\$19.21	9	\$19.17	7	\$18.08	6
Crew Chief	\$15.40	3	\$16.34	6	\$15.38	9	\$15.26	8
Senior Archaeological Technician	\$14.25	2	\$14.12	8	\$13.56	9	\$13.23	5
Archaeological Technician	\$13.00	2	\$12.01	9	\$12.32	9	\$12.64	7
Laboratory Technician	\$12.58	2	\$12.15	7	\$12.61	7	\$11.92	6
Graphic Artist	\$24.00	1	\$18.92	7	\$18.47	5	\$17.74	5
Editor	\$20.00	1	\$21.17	6	\$17.78	6	\$20.28	6
Production Assistant	-	0	\$15.25	5	\$14.83	6	\$14.94	4
Geographic Information System Analyst	\$30.00	2	\$27.67	5	\$21.22	7	\$22.46	4

Hourly pay rate of employees in specified positions (Q35-50)

	Q8. In which region does your company do most of its business? (check all that apply)							
Q35-50. Hourly pay rate	Plains		Mountain West		Southwest		Far West	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	\$43.68	4	\$50.50	7	\$58.94	7	\$56.72	10
CRM Division/Department/Group Manager	\$48.88	2	\$54.94	4	\$45.15	5	\$44.26	3
Regional Office Manager	\$41.20	2	\$47.10	4	\$49.44	3	\$46.38	3
Project Manager	\$34.71	3	\$32.06	6	\$28.72	8	\$31.66	6
Principal Investigator/Senior	\$24.29	4	\$26.77	8	\$25.05	11	\$27.59	9
Archaeologist/Field Director/Project Archaeologist	\$19.17	4	\$20.05	8	\$23.10	11	\$22.42	7
Historian/Architectural Historian/Preservation Planner	\$28.48	3	\$24.88	6	\$24.06	7	\$34.90	9
Laboratory Director	\$18.90	3	\$21.12	7	\$20.26	9	\$21.38	5
Crew Chief	\$14.95	3	\$15.75	7	\$16.34	8	\$17.56	7
Senior Archaeological Technician	\$13.72	3	\$14.36	6	\$14.21	7	\$16.23	6
Archaeological Technician	\$11.37	3	\$12.34	7	\$12.88	6	\$15.09	6
Laboratory Technician	\$10.76	3	\$12.55	6	\$14.17	7	\$15.70	6
Graphic Artist	\$24.00	1	\$18.97	4	\$20.83	6	\$20.79	5
Editor	\$19.02	2	\$21.06	3	\$22.75	4	\$25.51	5
Production Assistant	\$11.00	1	\$12.34	4	\$16.67	3	\$34.92	6
Geographic Information System Analyst	\$26.93	2	\$23.21	5	\$25.82	7	\$25.10	5

Hourly pay rate of employees in specified positions (Q35-50)

Q35-50. Hourly pay rate	Q13. Which of the following would best describe your company's gross annual sales in 2006?							
	\$250,000		\$750,000		\$3,000,000		\$3,000,000	
	Mean	Valid N	Mean	Valid N	Mean	Valid N	Mean	Valid N
Business Owner/Principal	\$32.96	7	\$31.07	7	\$41.15	15	\$59.34	15
CRM Division/Department/Group Manager	\$25.00	1	\$31.53	2	\$38.05	3	\$45.94	12
Regional Office Manager	-	0	\$22.00	1	\$29.23	1	\$42.29	11
Project Manager	\$25.00	1	\$23.94	4	\$23.84	11	\$34.26	13
Principal Investigator/Senior	\$22.13	2	\$22.86	7	\$22.66	16	\$28.39	18
Archaeologist/Field Director/Project Archaeologist	\$23.40	5	\$18.56	7	\$17.81	14	\$20.81	18
Historian/Architectural Historian/Preservation Planner	\$68.50	2	\$19.97	5	\$23.61	11	\$23.51	16
Laboratory Director	-	0	\$17.76	6	\$18.69	11	\$20.38	15
Crew Chief	\$16.00	1	\$15.29	6	\$15.22	10	\$17.01	15
Senior Archaeological Technician	\$15.00	2	\$15.17	3	\$13.59	9	\$14.99	15
Archaeological Technician	\$12.50	2	\$13.91	5	\$12.51	10	\$13.31	15
Laboratory Technician	-	0	\$13.83	3	\$12.95	9	\$14.31	14
Graphic Artist	-	0	\$13.50	1	\$16.24	11	\$20.17	13
Editor	-	0	\$19.00	2	\$21.45	8	\$22.78	12
Production Assistant	\$120.00	1	\$15.00	1	\$16.40	11	\$16.61	9
Geographic Information System Analyst	-	0	\$19.23	1	\$19.03	7	\$25.86	14

Appendix II

Appendix II: Additional Analysis

Gross Annual Sales (Q13)

Q13. First of all, which of the following would best describe your company's gross annual sales in 2006?	Q4. Is your company a member of ACRA?			
	Member		Non-Member	
	#	%	#	%
Small (\$250,000 or less)	10	22%	1	8%
Medium (\$250,000-1M)	13	28%	4	33%
Large (\$1M-\$3M)	23	50%	7	58%

Breakdown of Fringe Benefits by Type of Firm (Q15a&b x Q9)

Q15a&b. Please provide the breakdown of _____ as a percentage of direct labor.		Q9. Which of the following best describes your company's work?									
		Full-service CRM firm		CRM department in a non-CRM firm		Provider of CRM services to other CRM firms		Specialized CRM firm		Other	
		#	%	#	%	#	%	#	%	#	%
Q15a. % Fringe benefits	25% or less	1	10%	2	67%	0	0%	0	0%	0	0%
	26%-50%	8	80%	0	0%	0	0%	5	83%	1	50%
	51%-75%	1	10%	0	0%	0	0%	1	17%	1	50%
	76%-100%	0	0%	0	0%	0	0%	0	0%	0	0%
	More than 100%	0	0%	1	33%	0	0%	0	0%	0	0%
Q15b. % General Overhead	25% or less	1	10%	0	0%	0	0%	1	17%	0	0%
	26%-50%	0	0%	1	33%	0	0%	1	17%	0	0%
	51%-75%	3	30%	0	0%	0	0%	1	17%	0	0%
	76%-100%	4	40%	1	33%	0	0%	1	17%	2	100%
	More than 100%	2	20%	1	33%	0	0%	2	33%	0	0%

Normal Fee/Profit Margin by Type of Company (Q16 x Q9)

Q16. In 2006, what percentage did your company charge for a normal fee or profit margin?	Q9. Which of the following best describes your company's work?									
	Full-service CRM firm		CRM department in a non-CRM firm		Provider of CRM services to other CRM firms		Specialized CRM firm		Other	
	#	%	#	%	#	%	#	%	#	%
25% or less	26	100%	5	71%	0	0%	16	84%	6	100%
26%-50%	0	0%	2	29%	0	0%	2	11%	0	0%
51%-75%	0	0%	0	0%	0	0%	0	0%	0	0%
More than 75%	0	0%	0	0%	0	0%	1	5%	0	0%

Total Hours of all Employees: FTE (Q19b)

Q19b. In 2006, how many total hours did all employees work (assume one full-time employee works 2,080 hours in a year)? (FTE)	#	%
Under 10	21	36%
10 to 20	11	19%
21 to 30	7	12%
31 to 50	8	14%
51 to 75	3	5%
76 to 100	3	5%
Over 100	4	7%
DK/NA	1	2%

Importance of Federal Lobbying (Q55)

Q55. Federal lobbying to protect Section 106 legislation	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	2	100%	8	80%	12	100%	9	82%
4-7	0	0%	1	10%	0	0%	0	0%
1-3 Not at all important	0	0%	0	0%	0	0%	1	9%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. Federal lobbying to protect Section 106 legislation	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	4	80%	8	100%	7	88%	7	88%
4-7	0	0%	0	0%	1	13%	1	13%
1-3 Not at all important	0	0%	0	0%	0	0%	0	0%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Federal Lobbying (Q56)

Q56. Federal lobbying to protect Section 106 legislation	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely satisfied	1	50%	7	70%	11	92%	8	73%
4-7	1	50%	1	10%	0	0%	1	9%
1-3 Not at all satisfied	0	0%	0	0%	0	0%	1	9%
DK/NA	0	0%	2	20%	1	8%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. Federal lobbying to protect Section 106 legislation	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely satisfied	4	80%	8	100%	5	63%	5	63%
4-7	0	0%	0	0%	1	13%	2	25%
1-3 Not at all satisfied	0	0%	0	0%	0	0%	0	0%
DK/NA	1	20%	0	0%	2	25%	1	13%
Total	N = 5		N = 8		N = 8		N = 8	

Importance of Activities to Promote CRM Businesses (Q55)

Q55. Activities to promote and help private CRM businesses	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	2	100%	8	80%	12	100%	7	64%
4-7	0	0%	1	10%	0	0%	3	27%
1-3 Not at all important	0	0%	0	0%	0	0%	0	0%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. Activities to promote and help private CRM businesses	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	4	80%	8	100%	5	63%	7	88%
4-7	0	0%	0	0%	3	38%	1	13%
1-3 Not at all important	0	0%	0	0%	0	0%	0	0%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Activities to Promote CRM Businesses (Q56)

Q56. Activities to promote and help private CRM business	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	5	50%	7	58%	4	36%
4-7	1	50%	3	30%	3	25%	3	27%
1-3 Not at all important	0	0%	0	0%	0	0%	2	18%
DK/NA	0	0%	2	20%	2	17%	2	18%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. Activities to promote and help private CRM business	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	2	40%	6	75%	3	38%	1	13%
4-7	1	20%	1	13%	4	50%	5	63%
1-3 Not at all important	1	20%	1	13%	0	0%	0	0%
DK/NA	1	20%	0	0%	1	13%	2	25%
Total	N = 5		N = 8		N = 8		N = 8	

Importance of Promoting Networking Opportunities (Q55)

Q55. Providing networking opportunities for teaming or subcontracting work	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	6	60%	9	75%	6	55%
4-7	1	50%	2	20%	2	17%	2	18%
1-3 Not at all important	0	0%	1	10%	1	8%	2	18%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. Providing networking opportunities for teaming or subcontracting work	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	2	40%	6	75%	5	63%	4	50%
4-7	0	0%	1	13%	2	25%	0	0%
1-3 Not at all important	2	40%	1	13%	1	13%	4	50%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Promoting Networking Opportunities (Q56)

Q56. Providing networking opportunities for teaming or subcontracting work	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	2	20%	7	58%	5	45%
4-7	1	50%	4	40%	2	17%	3	27%
1-3 Not at all important	0	0%	2	20%	1	8%	2	18%
DK/NA	0	0%	2	20%	2	17%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. Providing networking opportunities for teaming or subcontracting work	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	20%	6	75%	4	50%	2	25%
4-7	1	20%	0	0%	2	25%	2	25%
1-3 Not at all important	2	40%	2	25%	1	13%	1	13%
DK/NA	1	20%	0	0%	1	13%	3	38%
Total	N = 5		N = 8		N = 8		N = 8	

Importance of Acting as a Resource for Info about Business Issues (Q55)

Q55. As a resource for information about business issues	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	5	50%	8	67%	8	73%
4-7	1	50%	4	40%	4	33%	2	18%
1-3 Not at all important	0	0%	0	0%	0	0%	0	0%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. As a resource for information about business issues	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	4	80%	6	75%	5	63%	5	63%
4-7	0	0%	2	25%	3	38%	2	25%
1-3 Not at all important	0	0%	0	0%	0	0%	1	13%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Acting as a Resource for Info about Business Issues (Q56)

Q56. As a resource for information about business issues	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	2	20%	3	25%	2	18%
4-7	2	100%	5	50%	6	50%	4	36%
1-3 Not at all important	0	0%	1	10%	1	8%	3	27%
DK/NA	0	0%	2	20%	2	17%	2	18%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. As a resource for information about business issues	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	2	25%	3	38%	2	25%
4-7	2	40%	5	63%	5	63%	4	50%
1-3 Not at all important	2	40%	1	13%	0	0%	0	0%
DK/NA	1	20%	0	0%	0	0%	2	25%
Total	N = 5		N = 8		N = 8		N = 8	

Importance of Tracking Industry Statistics (Q55)

Q55. Tracking industry statistics	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	6	60%	5	42%	7	64%
4-7	1	50%	1	10%	6	50%	2	18%
1-3 Not at all important	0	0%	2	20%	1	8%	1	9%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. Tracking industry statistics	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	3	60%	5	63%	4	50%	4	50%
4-7	0	0%	2	25%	4	50%	2	25%
1-3 Not at all important	1	20%	1	13%	0	0%	2	25%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Tracking Industry Statistics (Q56)

Q56. Tracking industry statistics	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	2	20%	2	17%	3	27%
4-7	2	100%	3	30%	7	58%	4	36%
1-3 Not at all important	0	0%	3	30%	1	8%	3	27%
DK/NA	0	0%	2	20%	2	17%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. Tracking industry statistics	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	0	0%	2	25%	1	13%
4-7	2	40%	6	75%	4	50%	3	38%
1-3 Not at all important	2	40%	2	25%	1	13%	2	25%
DK/NA	1	20%	0	0%	1	13%	2	25%
Total	N = 5		N = 8		N = 8		N = 8	

Importance of Support at Local/State Level (Q55)

Q55. Support at local or state levels for CRM related concerns	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	1	50%	2	20%	2	17%	3	27%
4-7	1	50%	6	60%	9	75%	5	45%
1-3 Not at all important	0	0%	1	10%	1	8%	2	18%
DK/NA	0	0%	1	10%	0	0%	1	9%
Total	N = 2		N = 10		N = 12		N = 11	

Q55. Support at local or state levels for CRM related concerns	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	2	40%	3	38%	1	13%	5	63%
4-7	1	20%	4	50%	5	63%	3	38%
1-3 Not at all important	1	20%	1	13%	2	25%	0	0%
DK/NA	1	20%	0	0%	0	0%	0	0%
Total	N = 5		N = 8		N = 8		N = 8	

Satisfaction with Support at Local/State Level (Q56)

Q56. Support at local or state levels for CRM related concerns	Q8. In which region does your company do most of its business? (check all that apply)							
	Northeast		Mid-Atlantic		Southeast		Midwest	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	0	0%	3	25%	1	9%
4-7	2	100%	5	50%	3	25%	5	45%
1-3 Not at all important	0	0%	2	20%	5	42%	2	18%
DK/NA	0	0%	3	30%	1	8%	3	27%
Total	N = 2		N = 10		N = 12		N = 11	

Q56. Support at local or state levels for CRM related concerns	Q8. In which region does your company do most of its business? (check all that apply)							
	Plains		Mountain West		Southwest		Far West	
	#	%	#	%	#	%	#	%
8-10 Extremely important	0	0%	1	13%	0	0%	0	0%
4-7	1	20%	4	50%	4	50%	4	50%
1-3 Not at all important	3	60%	2	25%	1	13%	3	38%
DK/NA	1	20%	1	13%	3	38%	1	13%
Total	N = 5		N = 8		N = 8		N = 8	