



V E R N O N
R E S E A R C H G R O U P

2009 ACRA Salary Study

*Prepared for
American Cultural
Resources Association*

October 2009

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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 U.S. is comprised of over 1500 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 2009 salary study evaluates the firms for the 2008 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 2009 salary study was administered to both ACRA members and non-members. ACRA sent e-mail invitations to these parties via the membership e-mail 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 August 7, 2009 and remained available until September 11, 2009. E-mail reminders were sent to encourage those who had not yet completed the study to participate. A total of 57 ACRA members and 58 non-members completed the study in an average of 35 minutes per respondent.

This year, incentives were used to encourage participation. Non-members received 50% off new membership, and one current member received 50% off next year's dues.

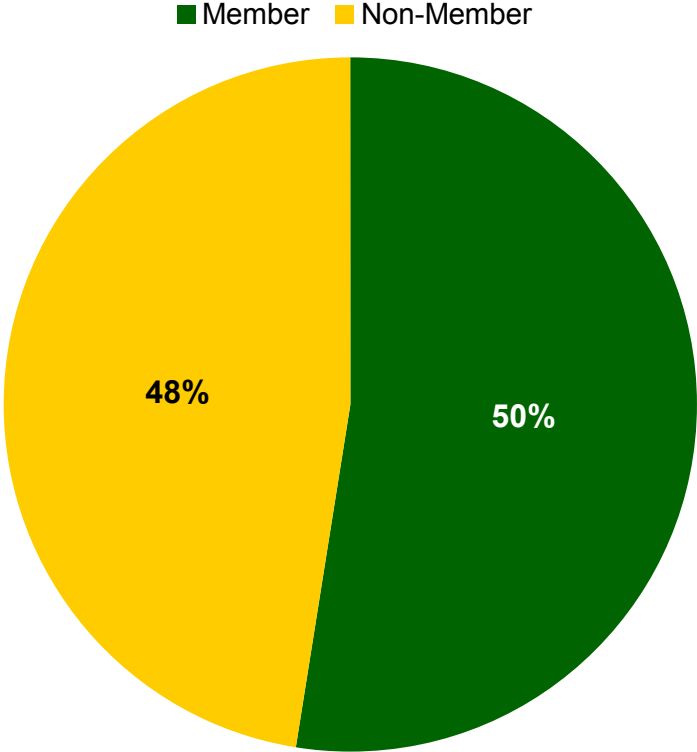
Sampling Plan

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.

Membership Status

A total of 53 ACRA members and 48 non-members participated in the study.

n=101



Q2. Is your company a member of ACRA?

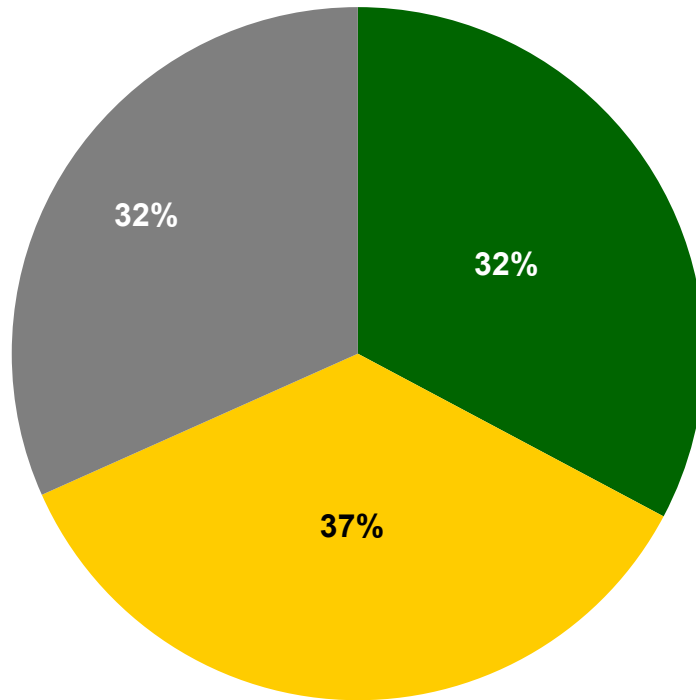
Respondents indicating that they were part of a government organization or university and those who did not provide salary information were not included in the analysis.

List Membership

33 participants came from the member list, 36 from the perspective member list and 32 from the ACRA list serv.

n=101

■ Member list ■ Prospective member list ■ ACRA list serv



List Membership

State

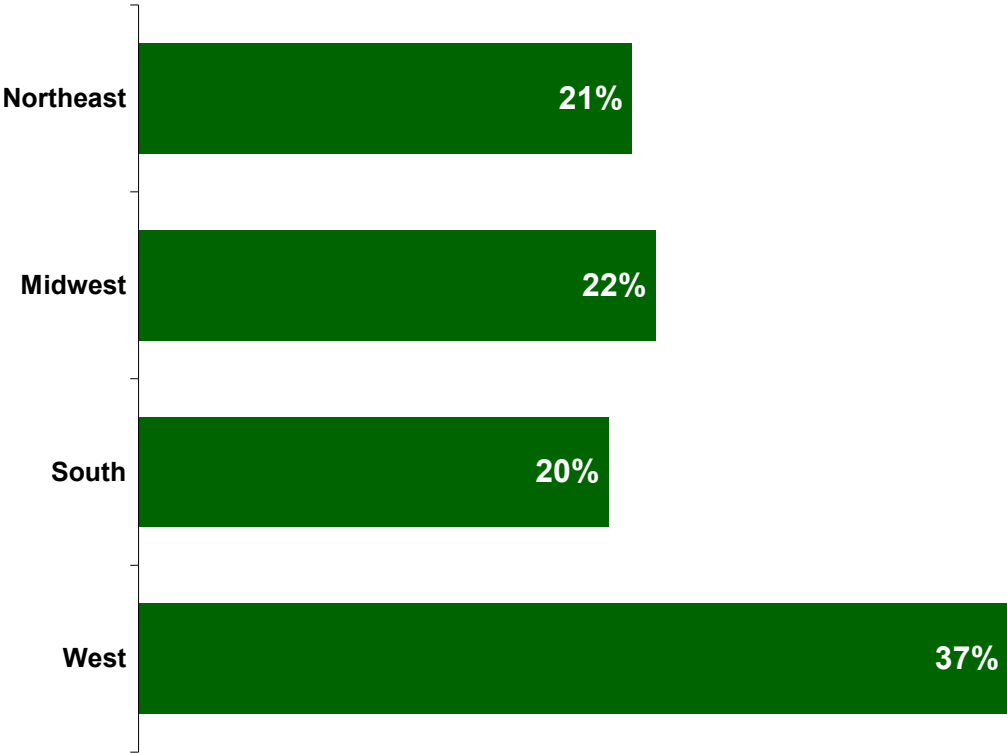
Organizations from 36 states responded to the study.

<i>Q5. In what state is your company headquartered?</i>					
State	n	%	State	n	%
New York	7	7%	Idaho	2	2%
Arizona	6	6%	Kentucky	2	2%
Washington	6	6%	Massachusetts	2	2%
California	5	5%	Missouri	2	2%
Pennsylvania	5	5%	Nevada	2	2%
Georgia	4	4%	South Carolina	2	2%
North Carolina	4	4%	Wyoming	2	2%
Colorado	4	4%	Illinois	1	1%
Oregon	4	4%	Connecticut	1	1%
Texas	4	4%	Hawaii	1	1%
Virginia	4	4%	Indiana	1	1%
Florida	3	3%	Michigan	1	1%
Maryland	3	3%	New Hampshire	1	1%
Iowa	3	3%	New Jersey	1	1%
Minnesota	3	3%	Oklahoma	1	1%
Montana	3	3%	Rhode Island	1	1%
Ohio	3	3%	Utah	1	1%
New Mexico	2	2%	Vermont	1	1%
Wisconsin	2	2%	Tennessee	1	1%
101 Total Respondents					

Primary Business Region

Most respondents conduct the majority of their business in the West.

n=101

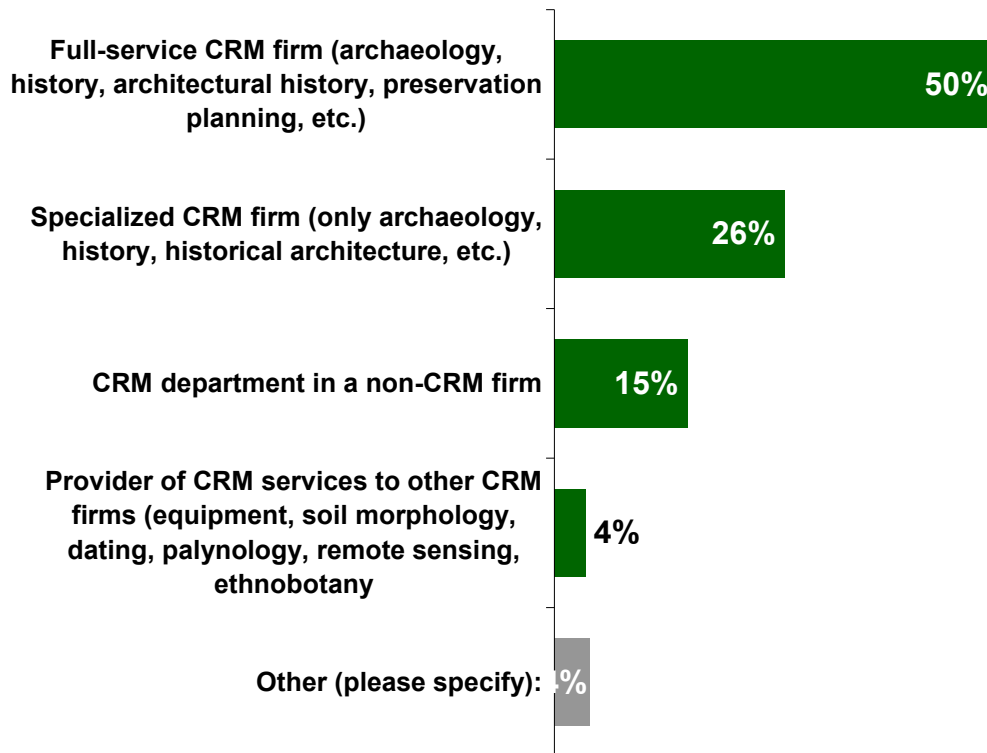


Q6. In which region does your company do most of its business? (select all that apply)

Nature of Work

50% of respondents work in a full-service CRM firm. Another one-third work in a specialized CRM firm.

n=101

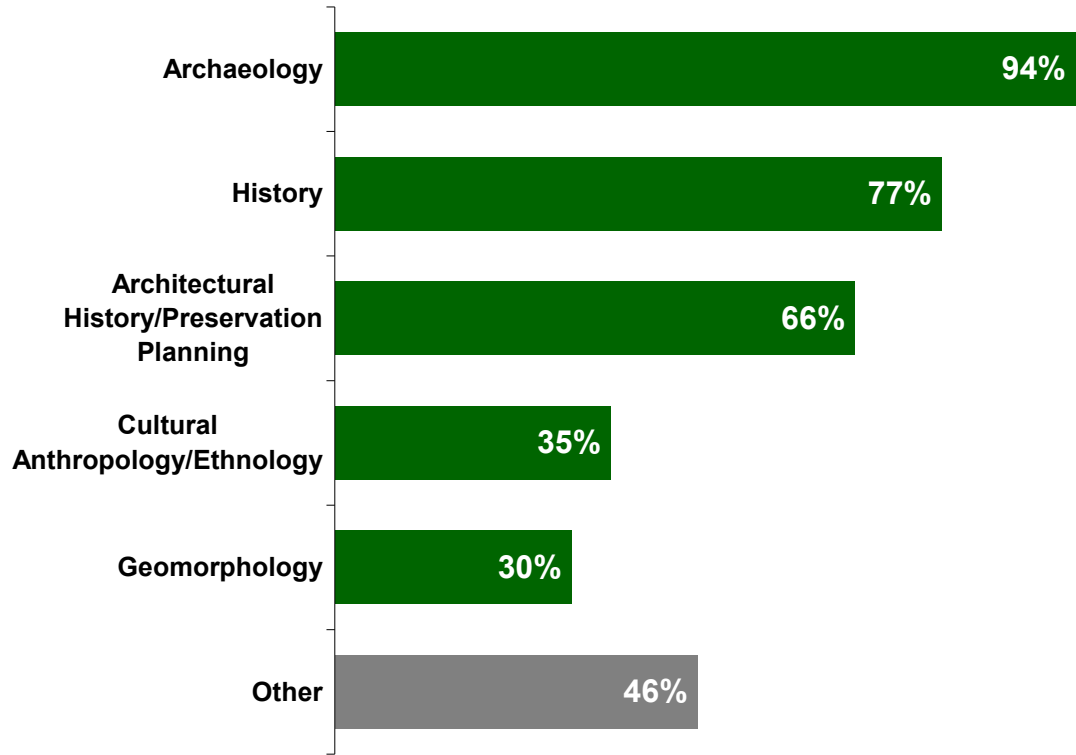


Q7. Which of the following best describes your company's work?

Services Offered

Many firms offer multiple services. Archaeology and History are offered by over 77% of the firms.

n=101

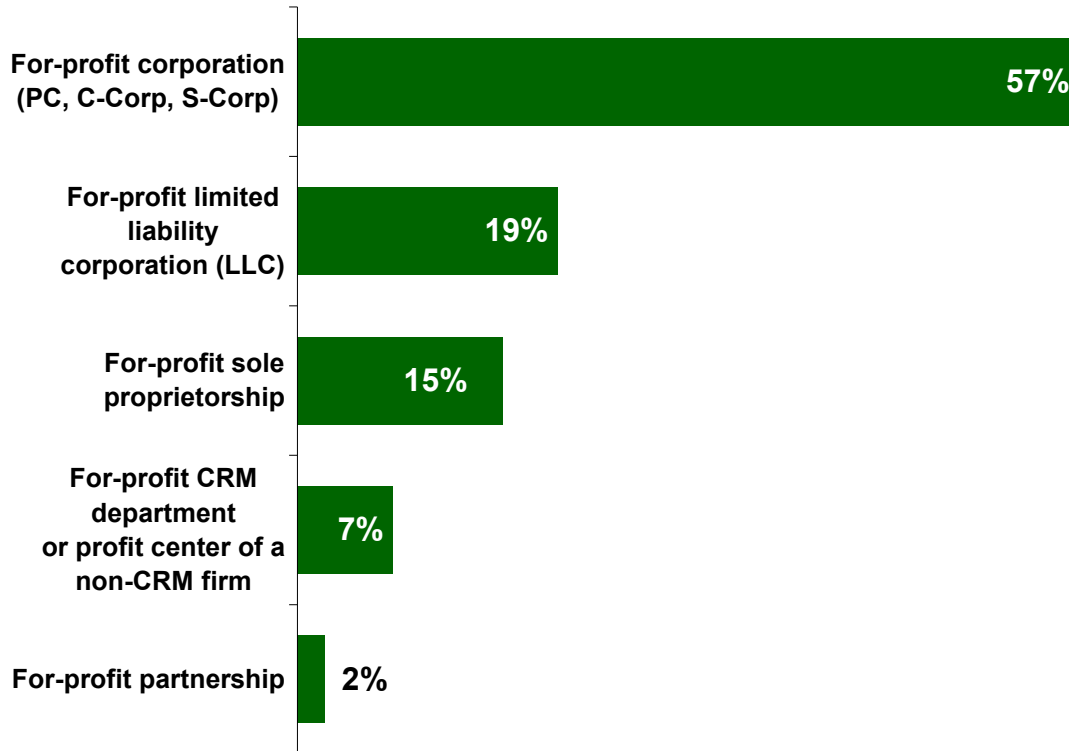


Q8. Which of the following services do you offer?

Type of Organization

Almost 60% of respondents are part of a for-profit corporation.

n=101

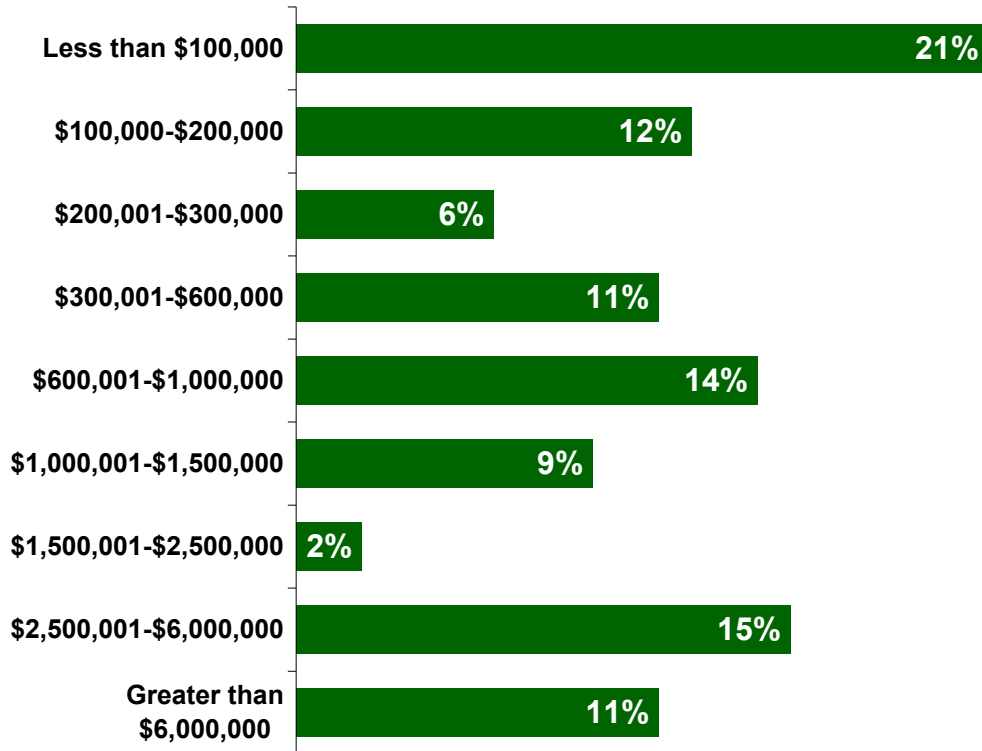


Q9. Which of the following best describes your organization?

Gross Annual Sales

21% of respondents reported gross annual sales of less than \$100,000 in 2008, while 37% had gross annual sales of over \$1 million.

n=101



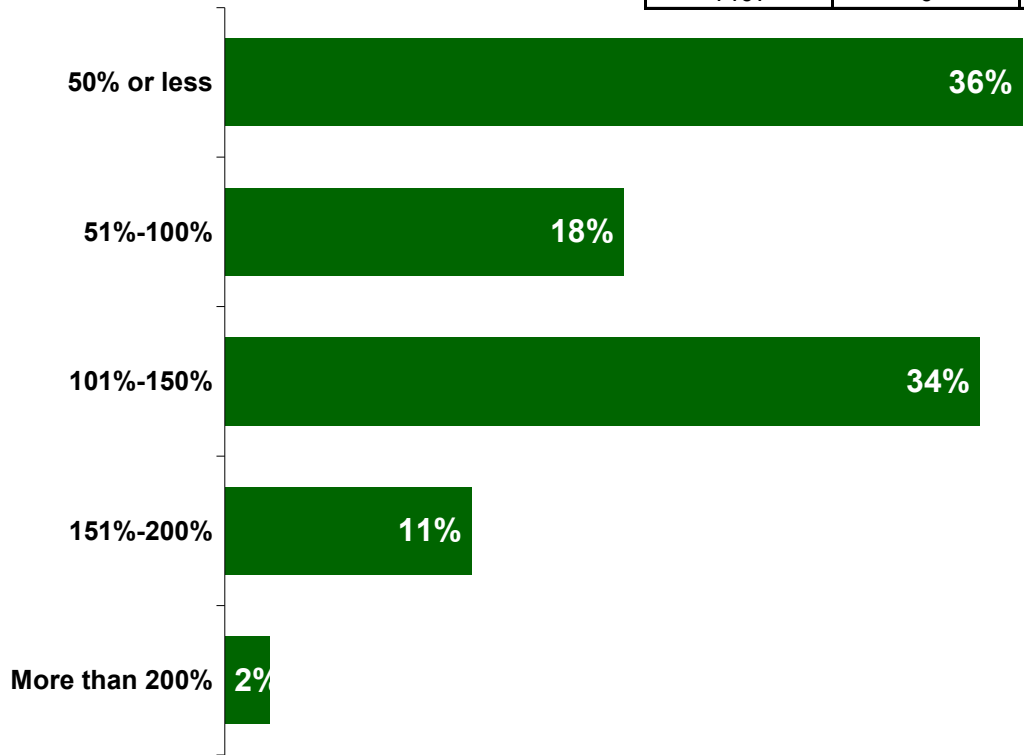
Q12. First of all, which of the following would best describe your company's gross annual sales in 2008?

Total Overhead (as % of Direct Labor)

Organizations charged an average of 99% for total overhead.

n=101

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
99	94	142.5
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
1407	0	1407



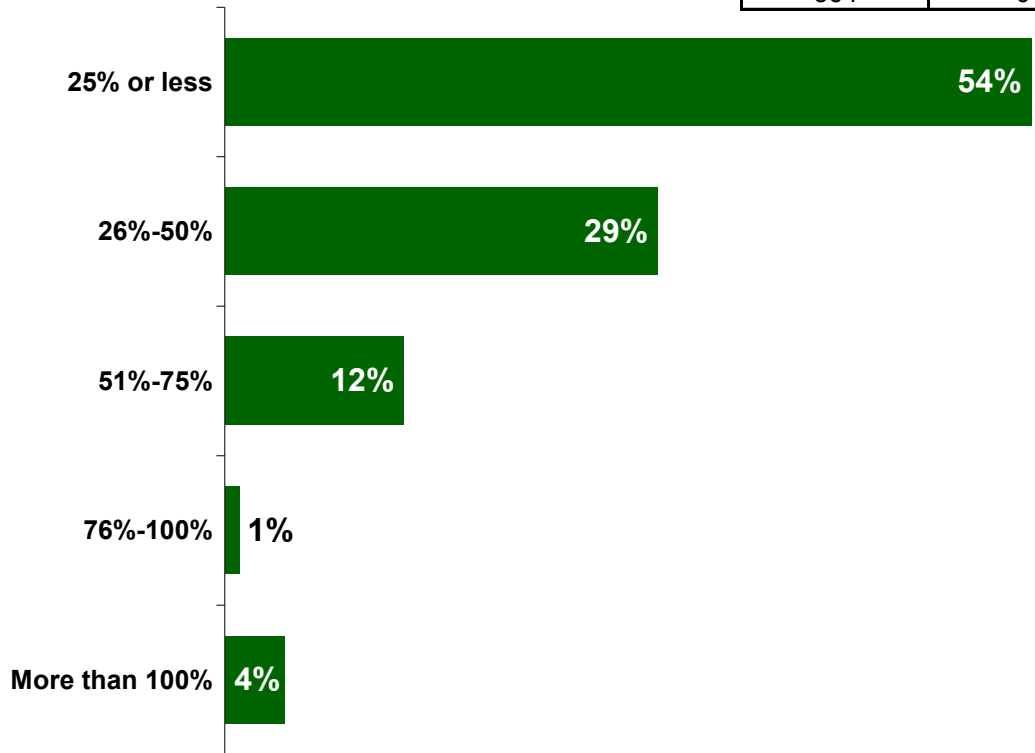
Q13. In 2008, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?

Fringe Benefits

Over half of those who are aware of their benefits breakdown report employee fringe benefits at 25% or less of direct labor.

n=100

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
30	23	43.8
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
364	0	364



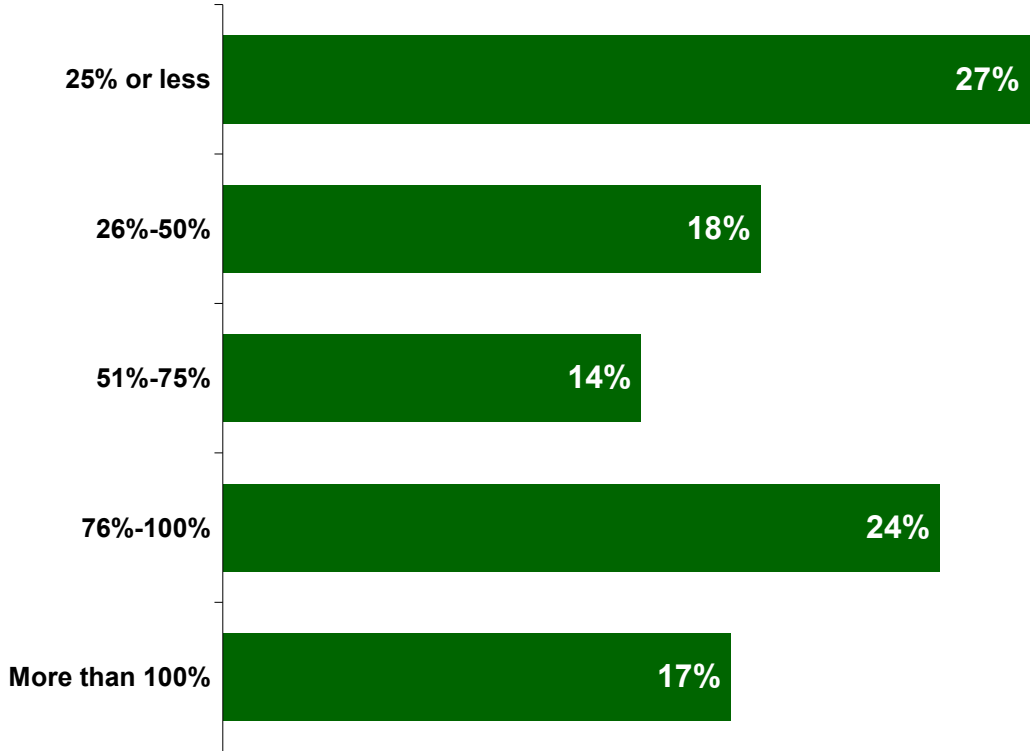
Q14a. Please provide the breakdown of employee fringe benefits as a percentage of direct labor.

General Overhead

Nearly 30% of reporting organizations indicate general overhead of 25% or less, and another quarter report between 75% and 100%.

n=100

<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
70	60	106.1
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
1043	0	1043

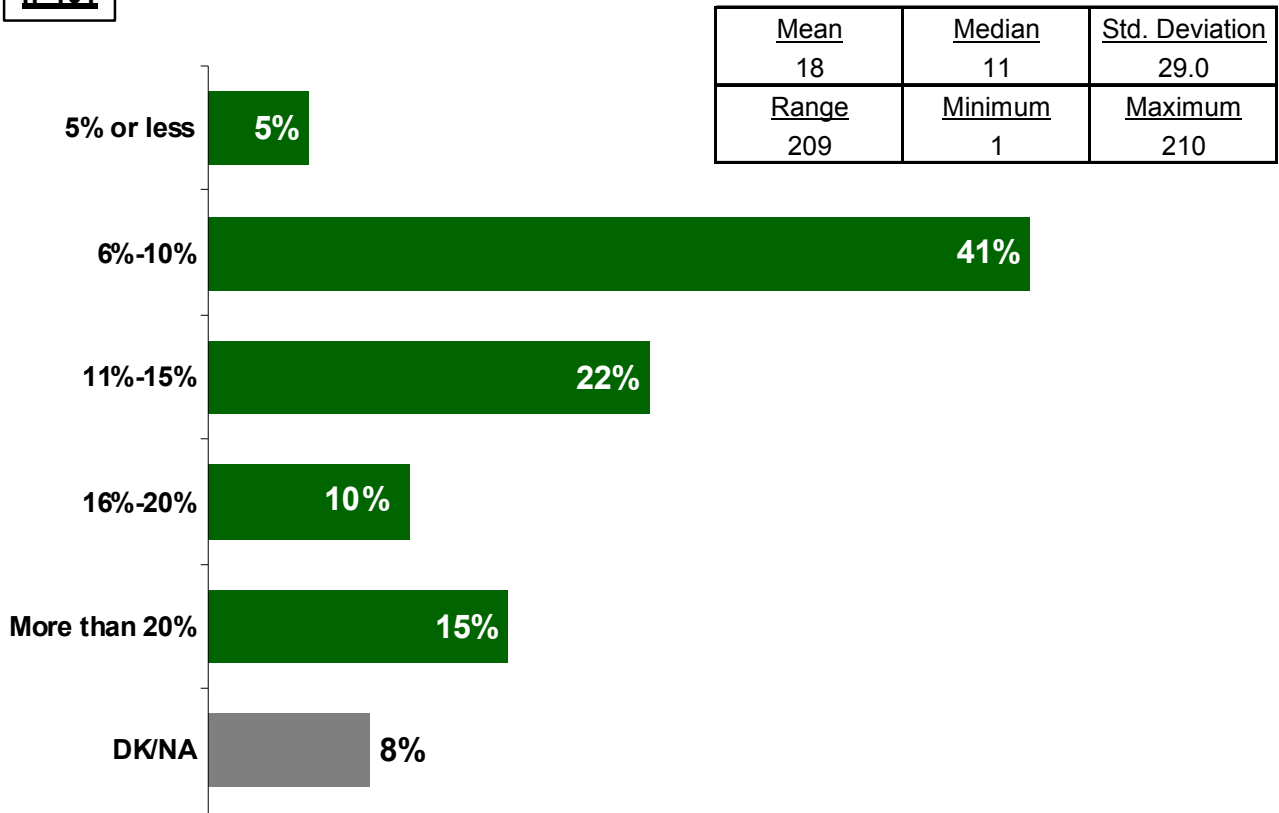


Q14b. Please provide the breakdown of general overhead as a percentage of direct labor.

Profit Margin

41% of organizations charge between 6% and 10% for profit margin, and another quarter charge between 11% and 15%.

n=101



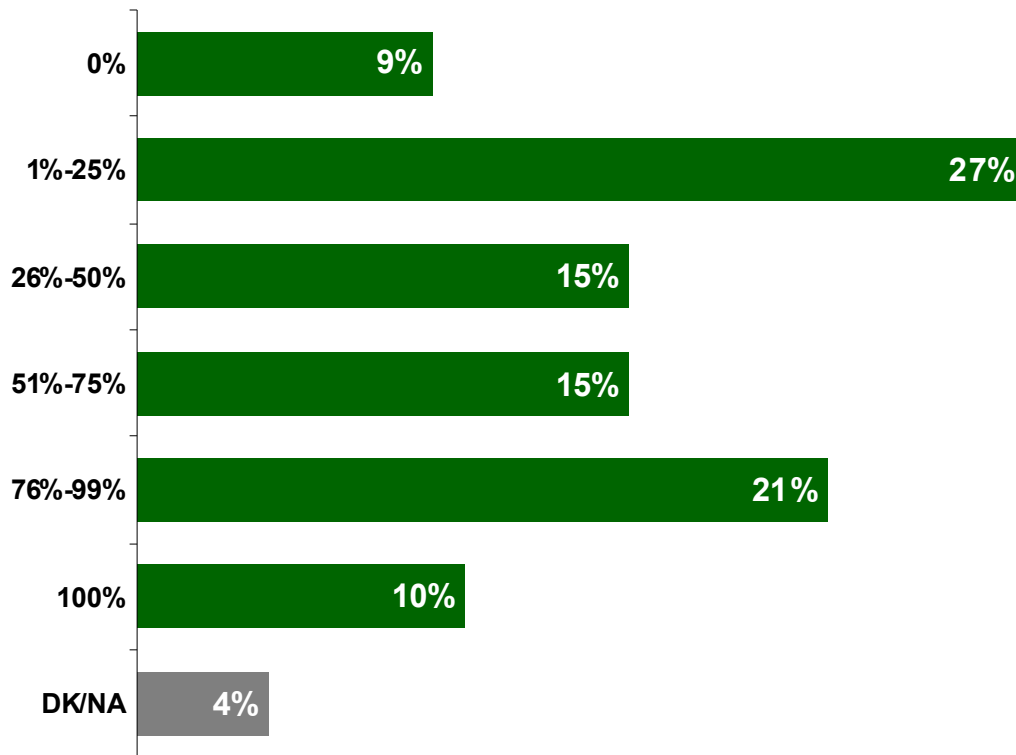
<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
18	11	29.0
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
209	1	210

Q15. In 2008, what percentage did your company charge for a normal fee or profit margin?

Cost-Plus or Time & Materials

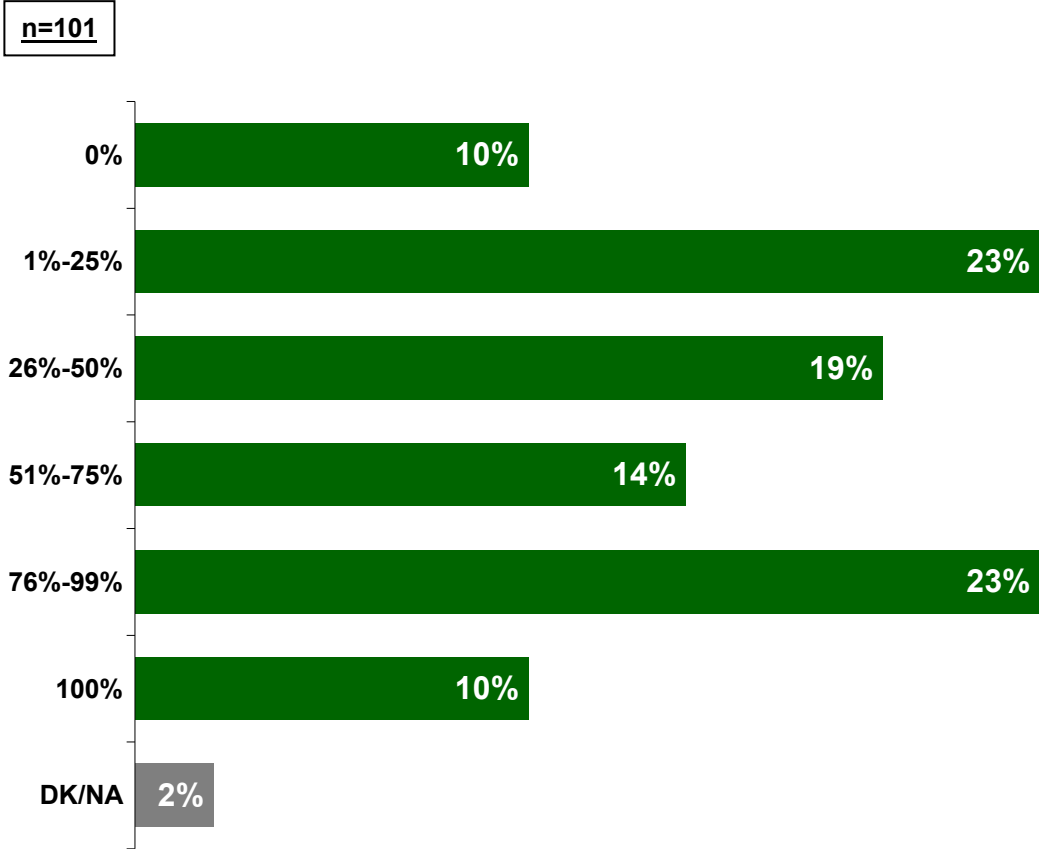
Organizations tend to consistently favor one form of contract over the other.

n=101



Q16a. In 2008, what percentages of contracts (by dollar amount) were Cost-plus or Time and Materials?

Lump-Sum/Fixed Price



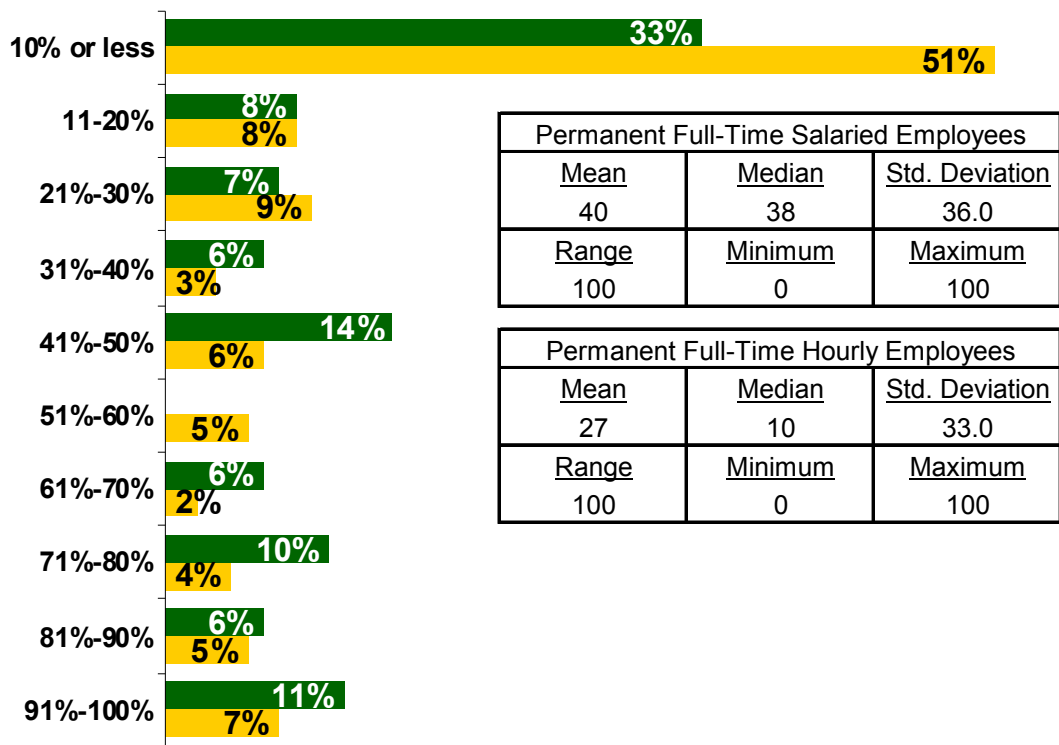
Q16b. In 2008, what percentages of contracts (by dollar amount) were Lump-Sum/Fixed Price?

% Permanent Full-Time Employees

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

n=101

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



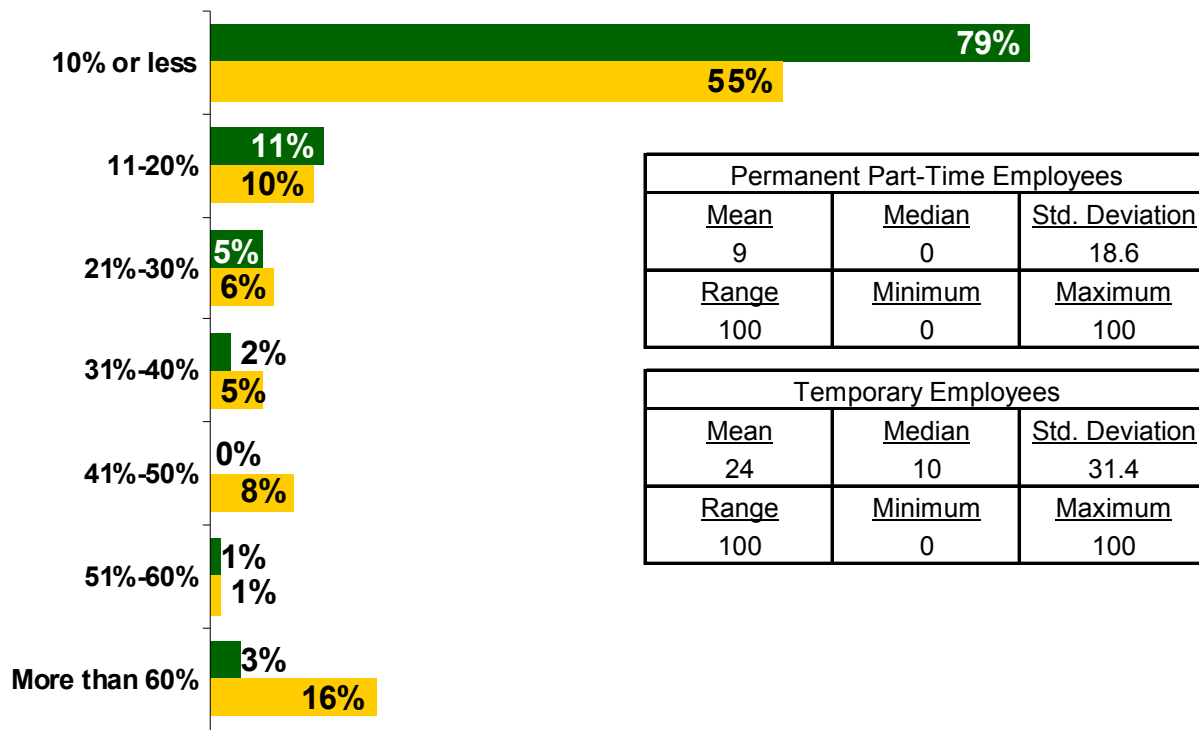
Q17. In 2008, what percentage of your regular employees were...?

% Permanent Part-Time & Temporary Employees

79% of organizations employ 10% or less permanent part-time employees. 55% of organizations employ 10% or less temporary employees.

n=101

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

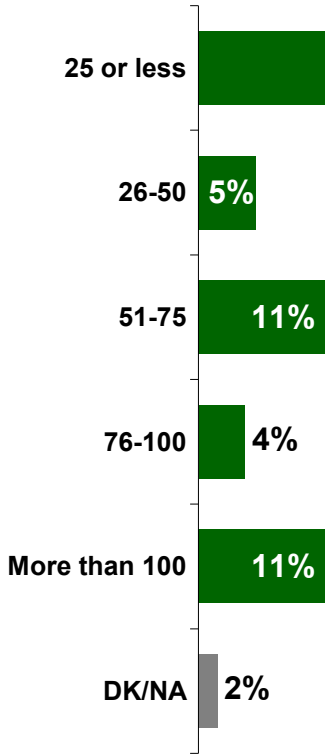


Q17. In 2008, what percentage of your regular employees were...?

Number of Employees on Payroll

In 2008, just over two-thirds of organizations had 25 or less employees on the payroll.

n=101

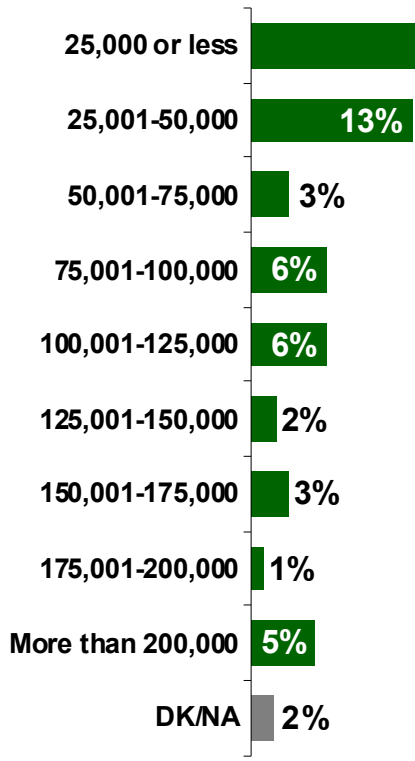


<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
43	14	90.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
800	0	800

Total Hours Worked

Nearly three-fourths of organizations reported 50,000 or less hours worked by employees.

n=101

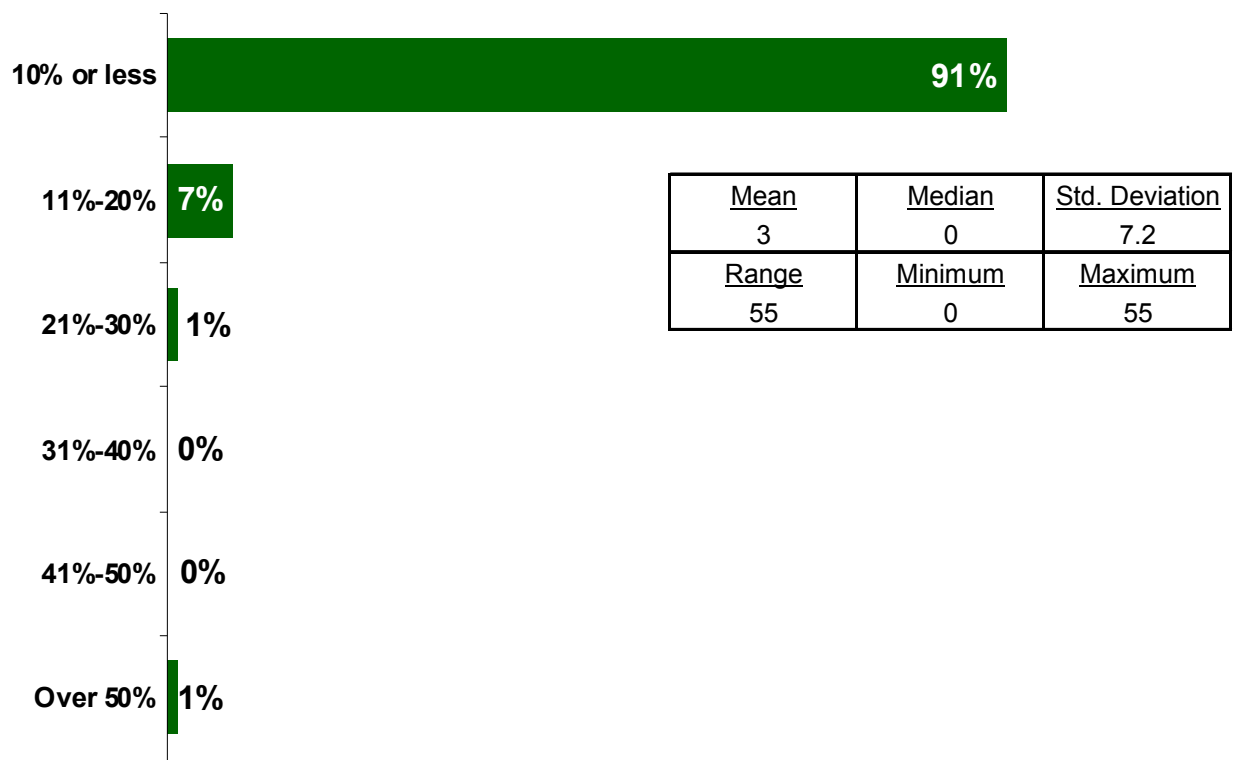


<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
60,518	15,520	177,018.6
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
1,665,000	0	1,665,000

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=101

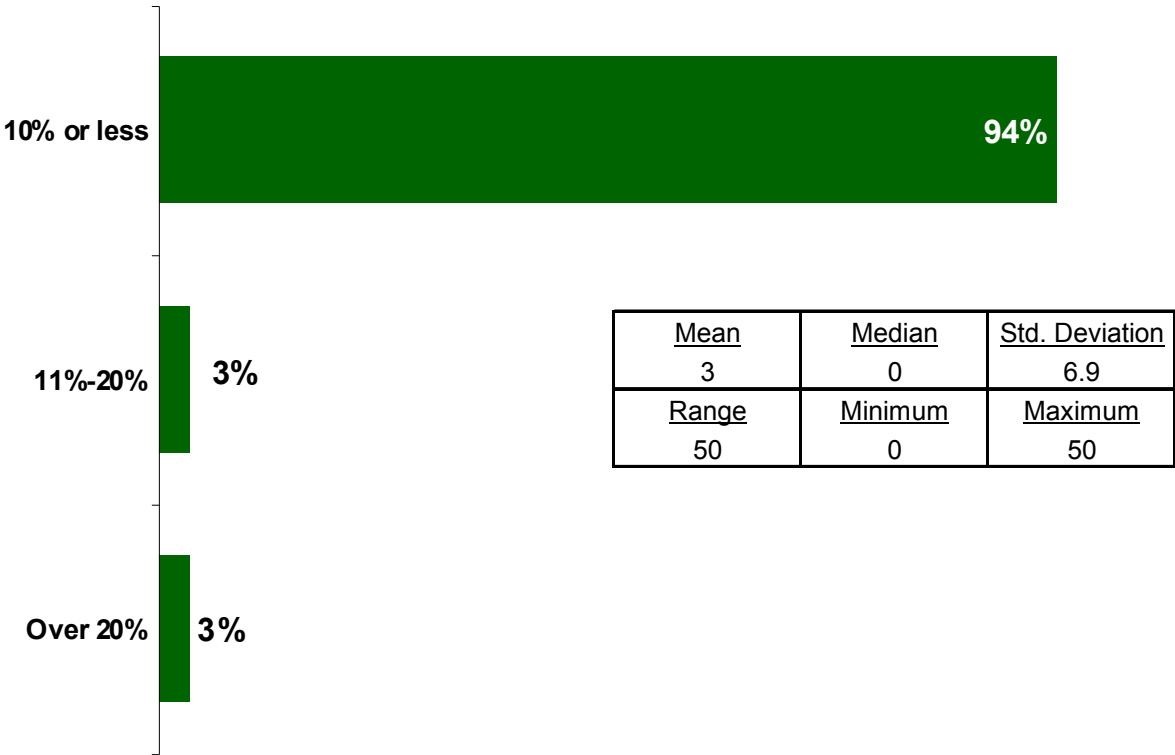


Q20a. What is the highest education level attained by your company's 2008 professional and management staff? (High school diploma)

Professional & Management Staff Education: Associate's Degree

94% 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=101

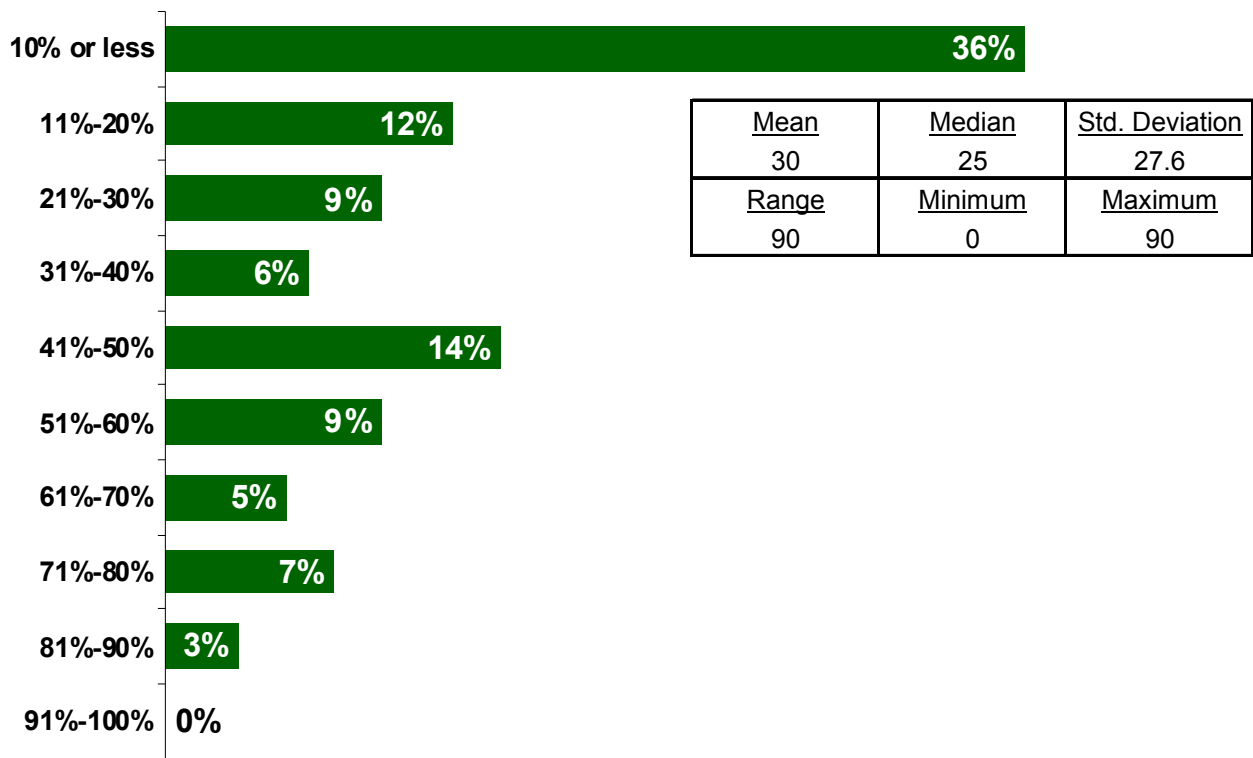


Q20b. What is the highest education level attained by your company's 2008 professional and management staff? (Associate's degree)

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

Just over one-third of firms report that 10% or less of their professional and management staff have a 4-year Bachelor's degree as their highest level of education.

n=101

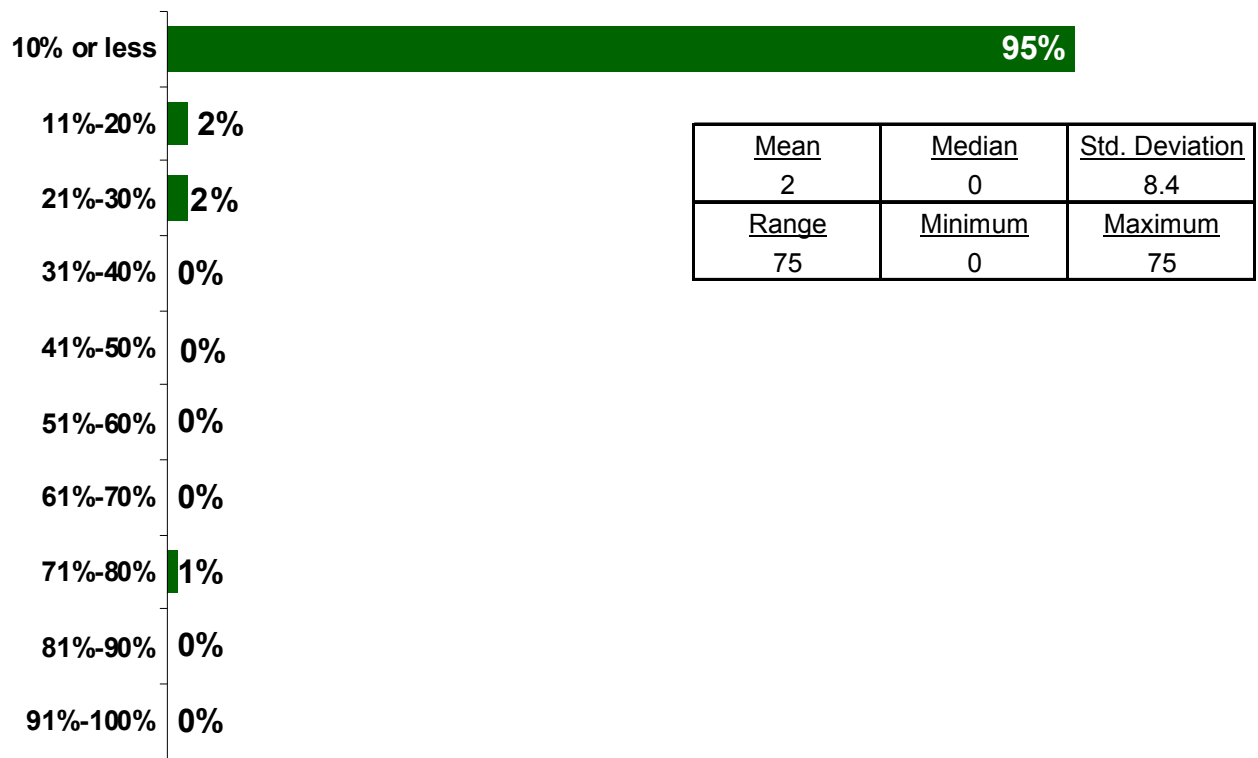


Q20c. What is the highest education level attained by your company's 2008 professional and management staff? (4-year Bachelor's degree)

Professional & Management Staff Education: 5-Year Professional Degree

95% 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=101

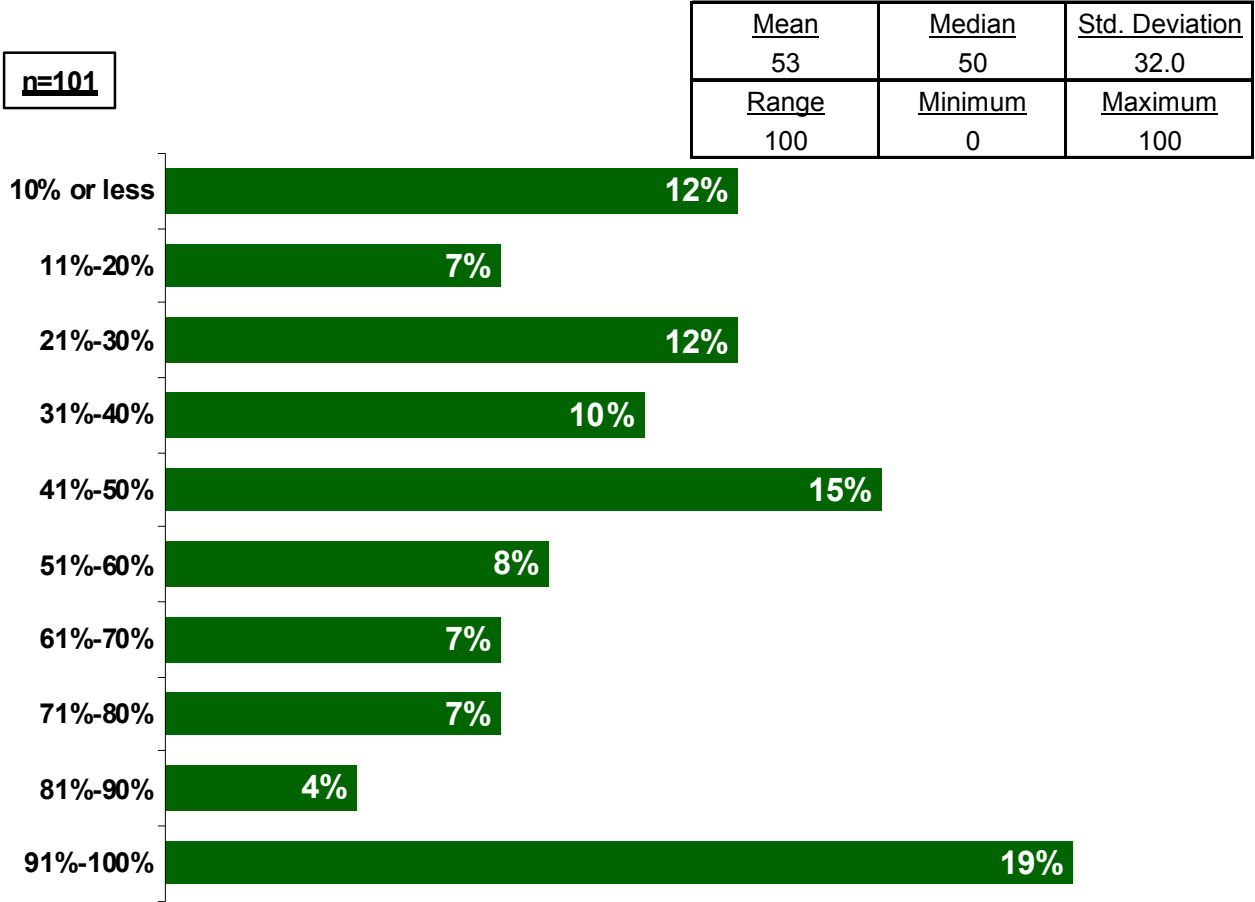


<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
2	0	8.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
75	0	75

Q20d. What is the highest education level attained by your company's 2008 professional and management staff? (5-year Professional degree)

Professional & Management Staff Education: Master's or MBA

Organizations report that an average of 53% of their professional and management staff hold a Master's or MBA as their highest level of education.

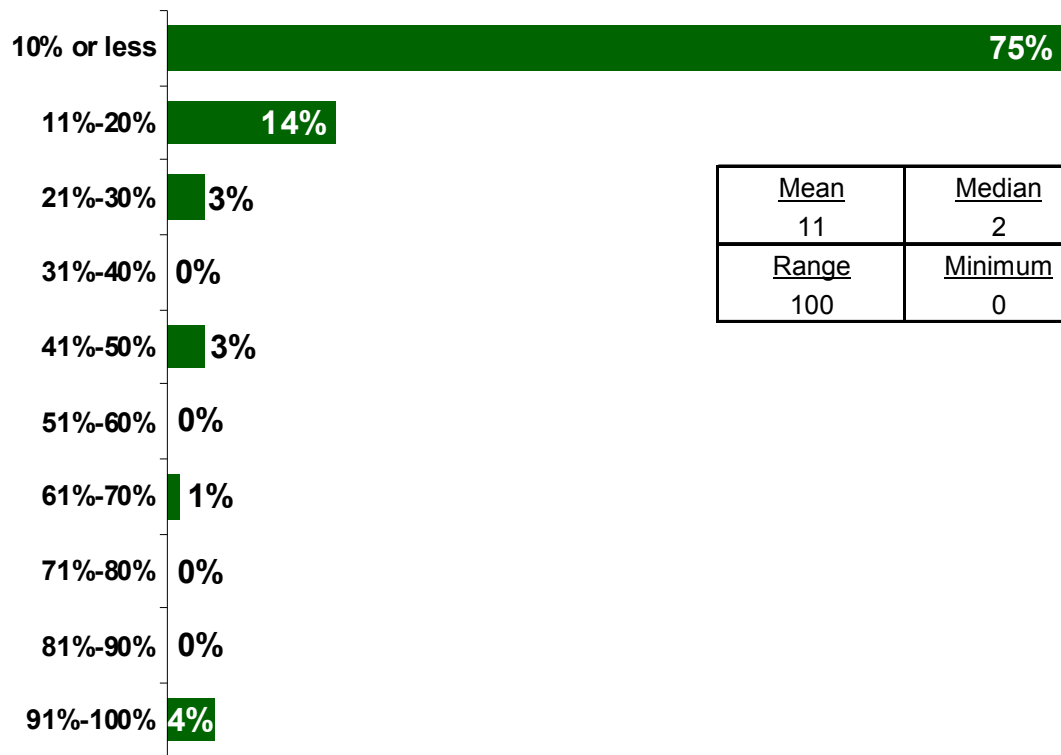


Q20e. What is the highest education level attained by your company's 2008 professional and management staff? (Master's or MBA)

Professional & Management Staff Education: Ph.D

Organizations report an average of 11% of their professional and management staff hold a Ph.D.

n=101



<u>Mean</u>	<u>Median</u>	<u>Std. Deviation</u>
11	2	21.4
<u>Range</u>	<u>Minimum</u>	<u>Maximum</u>
100	0	100

Q20f. What is the highest education level attained by your company's 2008 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 almost 8 days of paid vacation.

Q21. In 2008, 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?	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	n	%	n	%	n	%	n	%	n	%
None	32	31%	45	44%	29	29%	49	49%	36	36%
1-5	16	16%	20	20%	6	6%	4	4%	26	26%
6-7	4	4%	0	0%	23	23%	0	0%	9	9%
8-10	27	27%	4	4%	29	29%	0	0%	6	6%
11-14	6	6%	1	1%	4	4%	0	0%	3	3%
More than 14	8	8%	2	2%	2	2%	1	1%	0	0%
DK/NA	8	8%	29	29%	7	7%	47	47%	21	21%
Mean	7.8		2.0		5.9		0.6		3.4	

Paid Time Off: Permanent Employees with More than 5 Years

Permanent employees with more than 5 years of experience receive an average of 12 days of paid vacation.

Q22. In 2008, 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?	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	n	%	n	%	n	%	n	%	n	%
None	31	30%	44	43%	28	28%	51	50%	36	35%
1-5	2	2%	17	17%	6	6%	6	6%	27	27%
6-7	0	0%	0	0%	22	22%	0	0%	8	8%
8-10	12	12%	5	5%	29	29%	0	0%	5	5%
11-14	5	5%	1	1%	6	6%	0	0%	1	1%
More than 14	42	42%	4	4%	3	3%	1	1%	1	1%
DK/NA	9	9%	30	30%	7	7%	43	43%	23	23%
Mean	11.9		2.7		6.3		0.8		3.3	

Paid Time Off: Temporary Employees

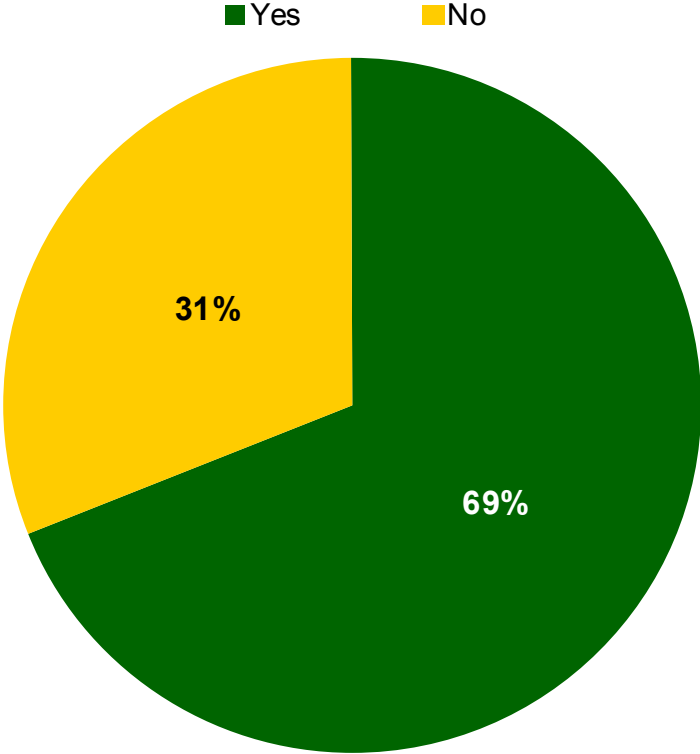
50% to 66% of temporary employees do not receive paid time off.

Q23. In 2008, how many days of paid time off per year did your company provide for <u>temporary employees who worked 40 hours per week</u> while they were employed?	Vacation		Personal Days		Holidays		Other Days		Sick Days	
	n	%	n	%	n	%	n	%	n	%
None	67	66%	63	62%	50	50%	60	59%	58	57%
1-5	4	4%	2	2%	8	8%	4	4%	6	6%
6-7	1	1%	0	0%	6	6%	0	0%	1	1%
8-10	4	4%	1	1%	16	16%	0	0%	2	2%
11-14	0	0%	0	0%	2	2%	0	0%	2	2%
More than 14	0	0%	1	1%	3	3%	0	0%	0	0%
DK/NA	25	25%	34	34%	16	16%	37	37%	32	32%
Mean	0.8		0.5		3.7		0.1		1.0	

Health Insurance Coverage

69% of organizations provide health insurance coverage for their employees.

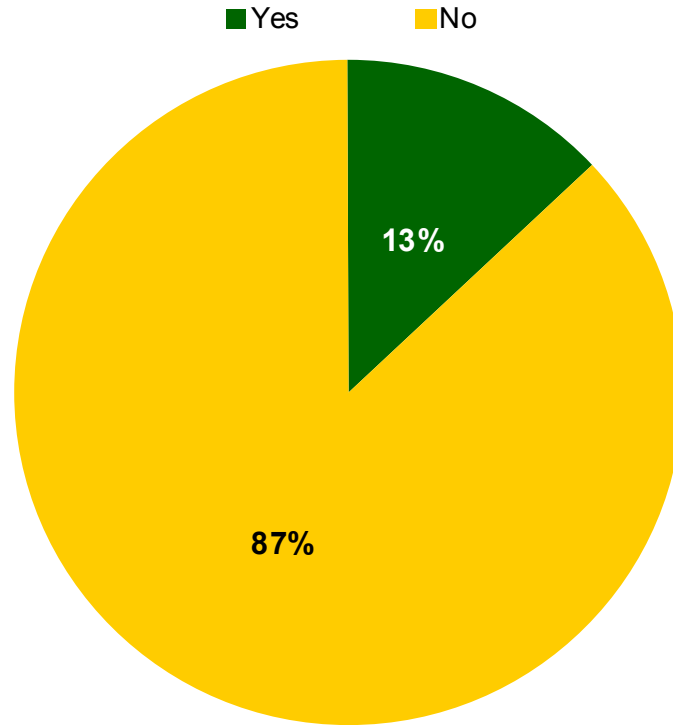
n=101



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

Health Care Supplement

n=13



Q25. In 2008, did your company pay employees a defined supplement to assist them in paying for health care?

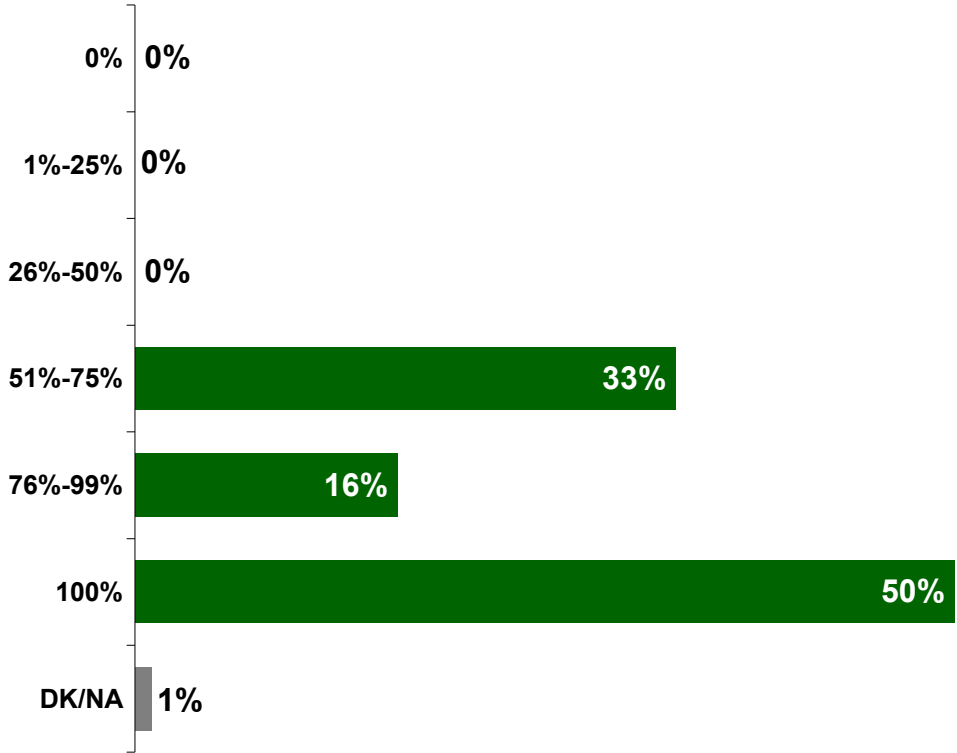
Q26. How much does your company pay each employee monthly for a health insurance supplement?

		%
\$50	1	7.7%
\$66	1	7.7%
\$90	1	7.7%
\$115	1	7.7%
\$120	1	7.7%
\$175	1	7.7%
\$195	1	7.7%
\$200	1	7.7%
\$250	1	7.7%
\$262	1	7.7%
\$300	1	7.7%
\$440	1	7.7%
\$500	1	7.7%
13 Total Respondents Gave		13 Responses

% Employee Health Insurance Paid

50% of organizations pay 100% of their employees' health insurance.

n=12

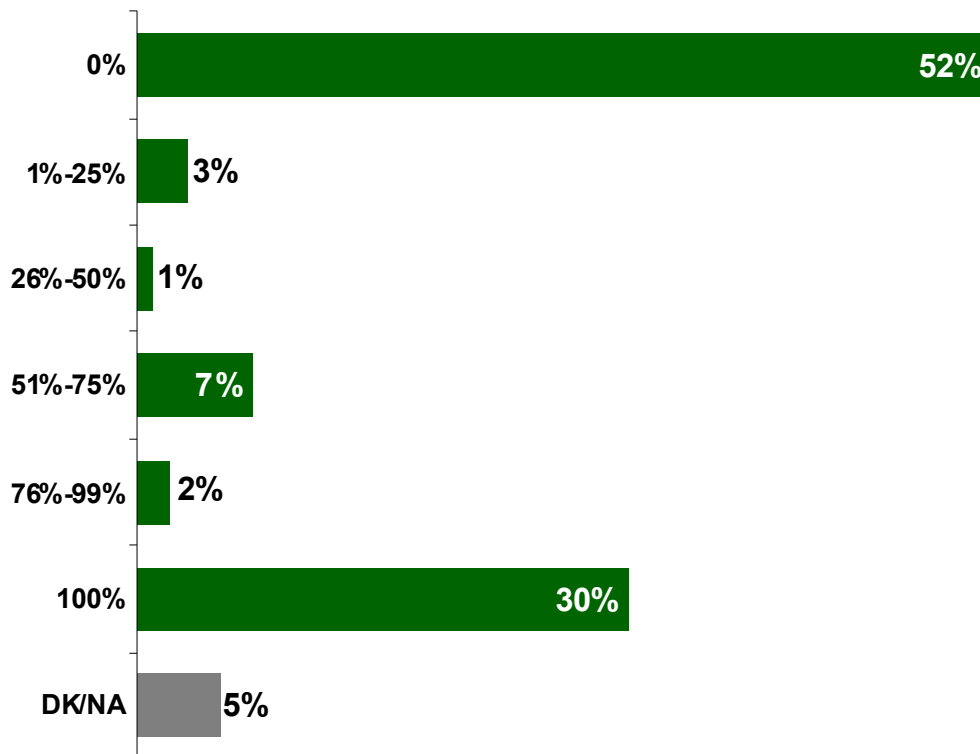


Q27. What percentage of employees' health insurance premiums did your company pay in 2008?

% Employee Life Insurance Paid

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

n=101

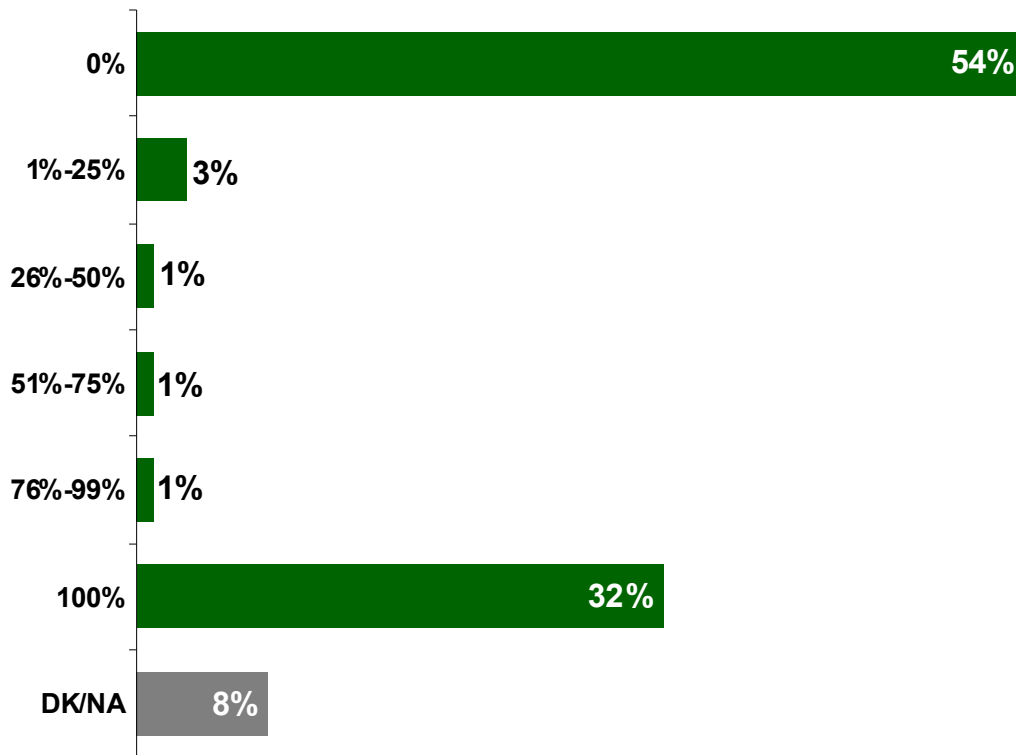


Q28. What percentage of employees' life insurance premiums did your company pay?

% Employee Disability Insurance Paid

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

n=101

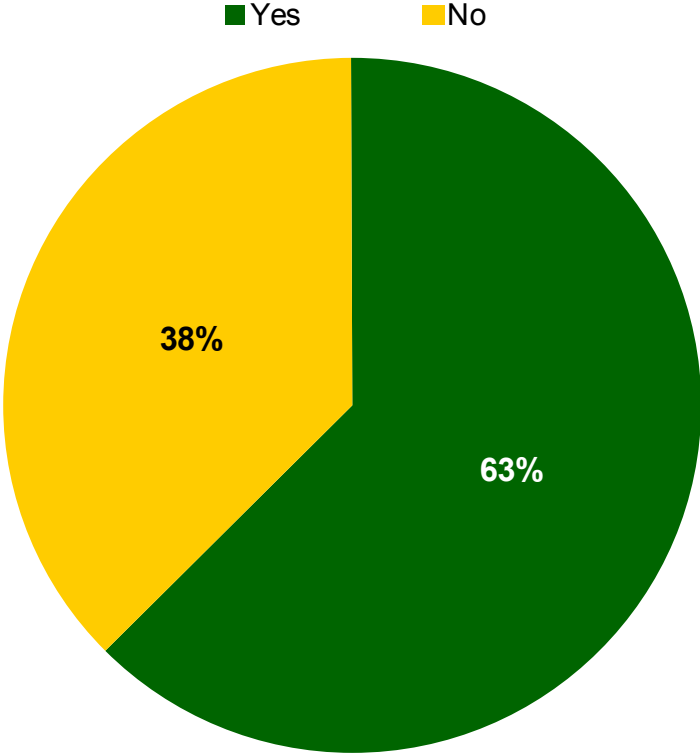


Q29. What percentage of employees' disability insurance premiums did your company pay?

Retirement/Profit-Sharing

Retirement and profit-sharing plans are common among 63% of organizations.

n=101

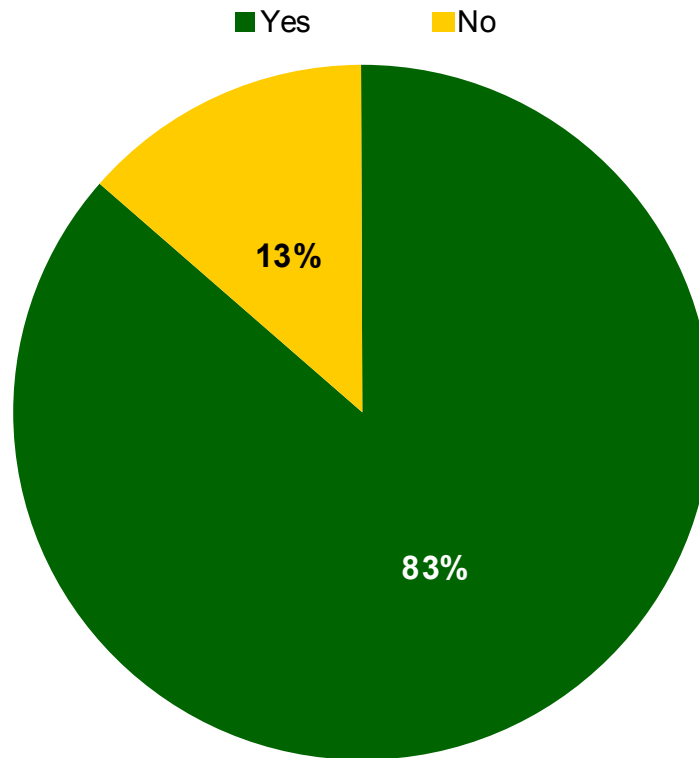


Q30. Did your company offer a retirement (e.g., 401k) or profit-sharing plan?

Workers' Compensation

83% of firms offer workers' compensation.

n=101

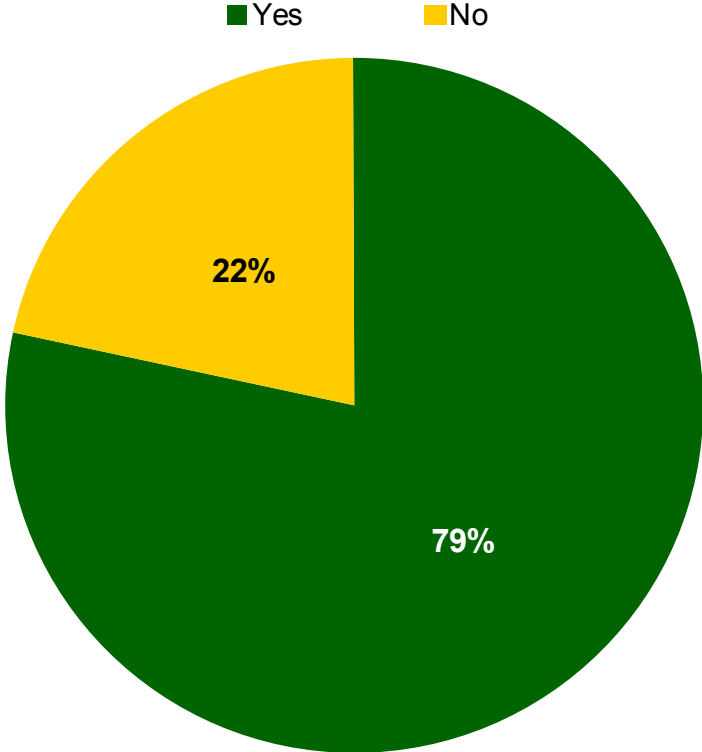


Q31. Did your company offer workers' compensation coverage?

Professional Development

The majority of firms support and pay for employees' professional development.

n=101



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 Urban Planners the greatest amount for consultative work, which averages \$110.00 per hour.

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2008 and 2009?

	n	Min	Max	Mean	Std. Deviation
Urban Planners	2	\$90.00	\$132.00	\$111.00	29.7
Historic Preservation Planners	12	\$55.00	\$115.00	\$80.22	16.9
Geophysical/GPR	11	\$50.00	\$125.00	\$87.24	22.0
Photographers	13	\$25.00	\$130.00	\$78.94	35.4
Computer Specialists	15	\$25.00	\$150.00	\$77.23	34.6
GIS Specialists	15	\$25.00	\$100.00	\$63.00	20.9
Zooarchaeologists	16	\$24.00	\$150.00	\$56.02	30.9
Geomorphologists	32	\$20.00	\$130.00	\$70.39	24.6
Ethno/Paleobotanists	20	\$20.00	\$110.00	\$59.50	23.8
Architectural Historians	33	\$18.75	\$140.00	\$67.29	28.3
Historians	27	\$15.00	\$90.00	\$58.49	19.9
Archaeologists	38	\$15.00	\$110.00	\$62.59	26.2
Graphic Artists	15	\$15.00	\$94.00	\$45.30	21.2
Editors	14	\$15.00	\$85.00	\$46.36	22.8

Consultant Fees (I)

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2008?

	Urban Planners		Geophysical/ GPR		Historic Preservation Planners		Photographers	
	n	%	n	%	n	%	n	%
Less than \$25/hr	0	0%	0	0%	0	0%	0	0%
\$25-\$50/hr	0	0%	1	1%	0	0%	3	5%
\$51-\$60/hr	0	0%	1	1%	1	1%	3	5%
\$61-\$70/hr	0	0%	1	1%	4	4%	3	5%
\$71-\$80/hr	0	0%	1	1%	1	1%	0	0%
\$81-\$90/hr	1	1%	1	1%	4	4%	0	0%
\$91-\$100/hr	0	0%	5	5%	1	1%	0	0%
\$100-\$150/hr	1	1%	1	1%	1	1%	0	0%
DK/NA	99	98%	90	89%	89	88%	49	84%
Mean	\$111.00/hr		\$87.27/hr		\$80.22/hr		\$78.94/hr	

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2008?

	Computer Specialists		Geo- morphologists		Architectural Historians		GIS Specialists	
	n	%	n	%	n	%	n	%
Less than \$25/hr	0	0%	1	1%	1	1%	0	0%
\$25-\$50/hr	5	5%	7	7%	10	10%	6	6%
\$51-\$60/hr	1	1%	5	5%	0	0%	1	1%
\$61-\$70/hr	0	0%	2	2%	9	9%	2	2%
\$71-\$80/hr	1	1%	7	7%	5	5%	3	3%
\$81-\$90/hr	2	2%	5	5%	3	3%	1	1%
\$91-\$100/hr	4	4%	2	2%	0	0%	2	2%
\$100-\$150/hr	2	2%	3	3%	5	5%	0	0%
DK/NA	86	85%	69	68%	68	67%	86	85%
Mean	\$77.23/hr		\$70.39/hr		\$67.29/hr		\$63.00/hr	

Consultant Fees (II)

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2008?

	Archaeologists		Ethno/ Paleobotanists		Historians		Zoo- archaeologists	
	n	%	n	%	n	%	n	%
Less than \$25/hr	3	3%	1	1%	1	1%	2	3%
\$25-\$50/hr	10	10%	7	7%	9	9%	6	10%
\$51-\$60/hr	3	3%	3	3%	2	2%	3	5%
\$61-\$70/hr	7	7%	4	4%	9	9%	0	0%
\$71-\$80/hr	7	7%	1	1%	2	2%	0	0%
\$81-\$90/hr	3	3%	3	3%	4	4%	0	0%
\$91-\$100/hr	3	3%	0	0%	0	0%	0	0%
\$100-\$150/hr	2	2%	1	1%	0	0%	0	0%
DK/NA	63	62%	81	80%	74	73%	47	81%
Mean	62.59/hr		\$59.50/hr		\$58.49/hr		\$56.02/hr	

Q33. What are the hourly loaded bill-out fees you paid other companies for the following consultants in 2008?

	Editors		Graphic Artists	
	n	%	n	%
Less than \$25/hr	4	4%	3	3%
\$25-\$50/hr	3	3%	8	8%
\$51-\$60/hr	2	2%	0	0%
\$61-\$70/hr	4	4%	2	2%
\$71-\$80/hr	0	0%	0	0%
\$81-\$90/hr	1	1%	0	0%
\$91-\$100/hr	0	0%	1	1%
\$100-\$150/hr	0	0%	0	0%
DK/NA	87	86%	86	85%
Mean	\$46.63/hr		\$45.30/hr	

Hourly Pay Rate Summary

<i>Q35-49. Hourly Pay Rate</i>	n	Min	Max	Mean	Std. Deviation
Q35. Business Owner/Principal	72	\$10.00	\$160.00	\$43.43	24.4
Q36. CRM Division/Department/Group Manager	29	\$12.43	\$75.00	\$38.21	16.5
Q37. Regional Office Manager	19	\$20.00	\$84.00	\$37.99	16.2
Q38. Project Manager	43	\$17.00	\$58.00	\$28.06	9.0
Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian	65	\$16.00	\$99.00	\$30.58	13.2
Q40. Archaeologist/Field Director/Project Archaeologist	61	\$15.00	\$65.00	\$22.73	8.5
Q41. Historian/Architectural Historian/Preservation Planner	43	\$13.00	\$75.00	\$25.80	12.2
Q42. Laboratory Director	44	\$13.00	\$60.00	\$21.68	7.9
Q43. Crew Chief	58	\$13.00	\$45.00	\$18.52	5.5
Q44. Senior Archaeological Technician	48	\$12.00	\$40.00	\$16.43	4.5
Q45. Archaeological Technician	72	\$10.00	\$22.50	\$13.92	2.7
Q46. Laboratory Technician	40	\$7.00	\$40.00	\$14.59	5.6
Q47. Graphic Artist	32	\$11.50	\$28.00	\$18.59	3.8
Q48. Editor	30	\$13.00	\$65.00	\$22.58	9.5
Q49. Production Assistant	28	\$10.50	\$35.00	\$17.85	5.7

Number of Employees Summary

Q35-49. Number of Employees	n	Min	Max	Mean	Std. Deviation
Q35. Business Owner/Principal	81	1	14	2	1.7
Q36. CRM Division/Department/Group Manager	30	1	20	2	3.4
Q37. Regional Office Manager	20	1	7	3	1.8
Q38. Project Manager	43	1	25	4	4.8
Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian	63	1	20	4	3.8
Q40. Archaeologist/Field Director/Project Archaeologist	61	1	25	5	4.6
Q41. Historian/Architectural Historian/Preservation Planner	43	1	15	3	2.9
Q42. Laboratory Director	44	1	14	2	2.0
Q43. Crew Chief	57	1	14	3	2.9
Q44. Senior Archaeological Technician	48	1	50	6	9.7
Q45. Archaeological Technician	69	1	100	10	17.4
Q46. Laboratory Technician	40	1	14	3	2.9
Q47. Graphic Artist	32	1	14	2	2.4
Q48. Editor	29	1	14	2	2.6
Q49. Production Assistant	28	1	14	2	2.6

Business Owner/Principal

Q35. Business Owner/Principal

Number of Employees			Hourly pay rate		
1	55	54%	Less than \$25/hr	8	8%
2	15	15%	\$25-\$30/hr	14	14%
3-5	9	9%	\$31-\$35/hr	8	8%
6-10	1	1%	\$36-\$40/hr	13	13%
More than 10	1	1%	\$41-\$45/hr	7	7%
DK/NA	20	20%	\$46-\$50/hr	7	7%
			More than \$50/hr	15	15%
			DK/NA	29	29%

CRM Division/Department/Group Manager

Q36. CRM Division/Department/Group Manager

Number of Employees			Hourly pay rate		
1	15	15%	Less than \$25/hr	5	5%
2	8	8%	\$25-\$30/hr	6	6%
3-5	6	6%	\$31-\$35/hr	5	5%
6-10	0	0%	\$36-\$40/hr	2	2%
More than 10	1	1%	\$41-\$45/hr	5	5%
DK/NA	71	70%	\$46-\$50/hr	1	1%
			More than \$50/hr	5	5%
			DK/NA	72	71%

Regional Office Manager

Q37. Regional Office Manager

Number of Employees			Hourly pay rate		
1	6	6%	Less than \$25/hr	2	2%
2	4	4%	\$25-\$30/hr	6	6%
3-5	8	8%	\$31-\$35/hr	3	3%
6-10	2	2%	\$36-\$40/hr	3	3%
More than 10	0	0%	\$41-\$45/hr	1	1%
DK/NA	81	80%	\$46-\$50/hr	3	3%
			More than \$50/hr	2	2%
			DK/NA	81	80%

Project Manager

Q38. Project Manager

Number of Employees			Hourly pay rate		
1	15	15%	Less than \$25/hr	17	17%
2	4	4%	\$25-\$30/hr	14	14%
3-5	13	13%	\$31-\$35/hr	3	3%
6-10	7	7%	\$36-\$40/hr	6	6%
More than 10	4	4%	\$41-\$45/hr	1	1%
DK/NA	58	57%	\$46-\$50/hr	1	1%
			More than \$50/hr	1	1%
			DK/NA	58	57%

Principal Investigator/Senior Archaeologist/Senior Architectural Historian

Q39. Principal Investigator/Senior Archaeologist/Senior Architectural Historian

Number of Employees			Hourly pay rate		
1	25	25%	Less than \$25/hr	18	18%
2	10	10%	\$25-\$30/hr	24	24%
3-5	16	16%	\$31-\$35/hr	12	12%
6-10	8	8%	\$36-\$40/hr	6	6%
More than 10	4	4%	\$41-\$45/hr	1	1%
DK/NA	38	38%	\$46-\$50/hr	1	1%
			More than \$50/hr	3	3%
			DK/NA	36	36%

Archaeologist/Field Director/Project Archaeologist

Q40. Archaeologist/Field Director/Project Archaeologist

Number of Employees			Hourly pay rate		
1	18	18%	\$10/hr or less	0	0%
2	8	8%	\$11-\$15/hr	1	1%
3-5	21	21%	\$16-\$20/hr	29	29%
6-10	7	7%	\$21-\$25/hr	22	22%
More than 10	7	7%	\$26-\$30/hr	3	3%
DK/NA	40	40%	More than \$30/hr	6	6%
			DK/NA	40	40%

Historian/Architectural Historian/Preservation Planner

Q41. Historian/Architectural Historian/Preservation Planner

Number of Employees			Hourly pay rate		
1	19	19%	\$10/hr or less	0	0%
2	9	9%	\$11-\$15/hr	2	2%
3-5	11	11%	\$16-\$20/hr	16	16%
6-10	3	3%	\$21-\$25/hr	13	13%
More than 10	1	1%	\$26-\$30/hr	3	3%
DK/NA	58	57%	More than \$30/hr	9	9%
			DK/NA	58	57%

Laboratory Director

Q42. Laboratory Director

Number of Employees			Hourly pay rate		
1	36	36%	\$10/hr or less	0	0%
2	5	5%	\$11-\$15/hr	2	2%
3-5	2	2%	\$16-\$20/hr	23	23%
6-10	0	0%	\$21-\$25/hr	12	12%
More than 10	1	1%	\$26-\$30/hr	5	5%
DK/NA	57	56%	More than \$30/hr	2	2%
			DK/NA	57	56%

Crew Chief

Q43. Crew Chief

Number of Employees			Hourly pay rate		
1	22	22%	\$10/hr or less	0	0%
2	14	14%	\$11-\$15/hr	21	21%
3-5	13	13%	\$16-\$20/hr	27	27%
6-10	6	6%	\$21-\$25/hr	4	4%
More than 10	2	2%	\$26-\$30/hr	3	3%
DK/NA	44	44%	More than \$30/hr	3	3%
			DK/NA	43	43%

Senior Archaeological Technician

Q44. Senior Archaeological Technician

Number of Employees			Hourly pay rate		
1	14	14%	\$10/hr or less	0	0%
2	11	11%	\$11-\$15/hr	30	30%
3-5	13	13%	\$16-\$20/hr	13	13%
6-10	6	6%	\$21-\$25/hr	4	4%
11-15	1	1%	\$26-\$30/hr	0	0%
16-20	0	0%	More than \$30/hr	1	1%
More than 20	3	3%	DK/NA	53	52%
DK/NA	53	52%			

Archaeological Technician

Q45. Archaeological Technician

Number of Employees			Hourly pay rate		
1	8	8%	\$10/hr or less	6	6%
2	10	10%	\$11-\$15/hr	52	51%
3-5	26	26%	\$16-\$20/hr	11	11%
6-10	14	14%	\$21-\$25/hr	3	3%
11-15	3	3%	\$26-\$30/hr	0	0%
16-20	3	3%	More than \$30/hr	0	0%
More than 20	5	5%	DK/NA	29	29%
DK/NA	32	32%			

Laboratory Technician

Q46. Laboratory Technician

Number of Employees			Hourly pay rate		
1	13	13%	\$10/hr or less	5	5%
2	13	13%	\$11-\$15/hr	26	26%
3-5	9	9%	\$16-\$20/hr	7	7%
6-10	4	4%	\$21-\$25/hr	0	0%
More than 10	1	1%	\$26-\$30/hr	0	0%
DK/NA	61	60%	More than \$30/hr	2	2%
			DK/NA	61	60%

Graphic Artist

Q47. Graphic Artist

Number of Employees			Hourly pay rate		
1	20	20%	\$10/hr or less	0	0%
2	8	8%	\$11-\$15/hr	8	8%
3-5	3	3%	\$16-\$20/hr	15	15%
6-10	0	0%	\$21-\$25/hr	7	7%
More than 10	1	1%	\$26-\$30/hr	2	2%
DK/NA	69	68%	More than \$30/hr	0	0%
			DK/NA	69	68%

Editor

Q48. Editor

Number of Employees			Hourly pay rate		
1	21	21%	\$10/hr or less	0	0%
2	4	4%	\$11-\$15/hr	4	4%
3-5	3	3%	\$16-\$20/hr	11	11%
6-10	0	0%	\$21-\$25/hr	9	9%
More than 10	1	1%	\$26-\$30/hr	4	4%
DK/NA	72	71%	More than \$30/hr	2	2%
			DK/NA	71	70%

Production Assistant

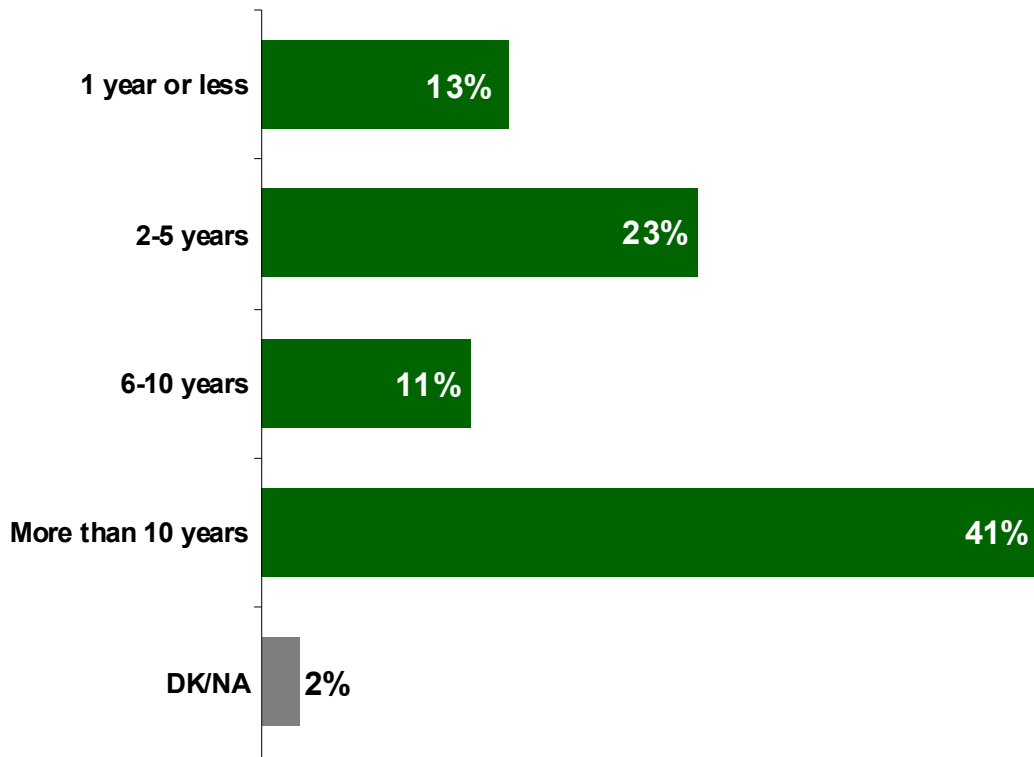
Q49. Production Assistant

Number of Employees			Hourly pay rate		
1	16	16%	\$10/hr or less	1	1%
2	7	7%	\$11-\$15/hr	12	12%
3-5	3	3%	\$16-\$20/hr	10	10%
6-10	1	1%	\$21-\$25/hr	2	2%
More than 10	1	1%	\$26-\$30/hr	1	1%
DK/NA	73	72%	More than \$30/hr	2	2%
			DK/NA	73	72%

Years as an ACRA Member

41% of respondents' organizations have been ACRA members for over 10 years.

n=53

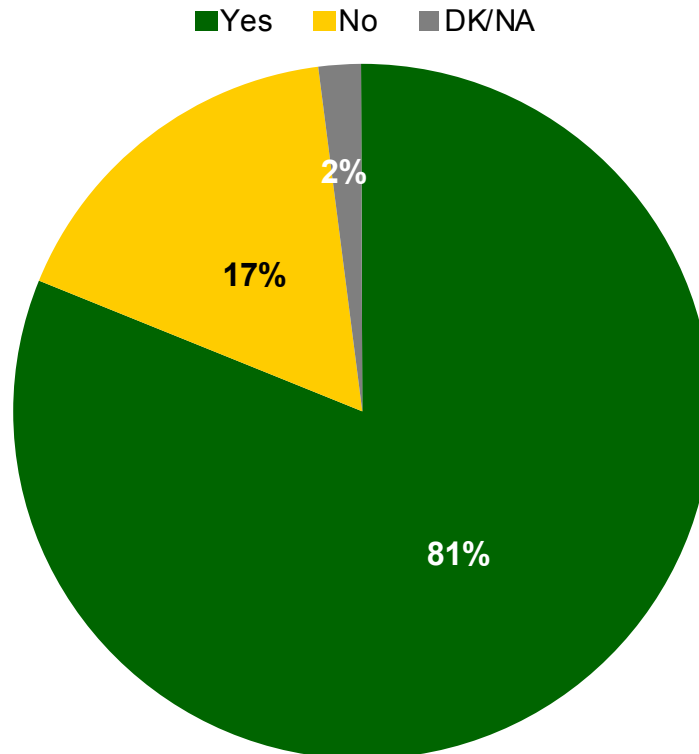


Q52. For how many years has your firm been a member of ACRA?

ACRA Conference Attendance

81% of respondents' organizations have attended an annual ACRA conference.

n=53

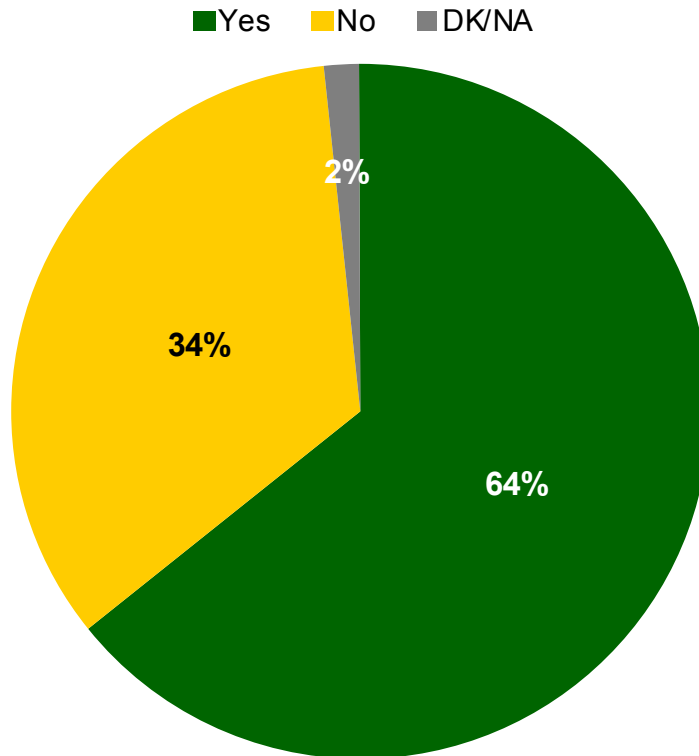


Q53. Have you or another member of your firm ever attended an annual ACRA conference?

ACRA Board Service

Two-thirds of organizations have employees who have served on the ACRA Board.

n=53



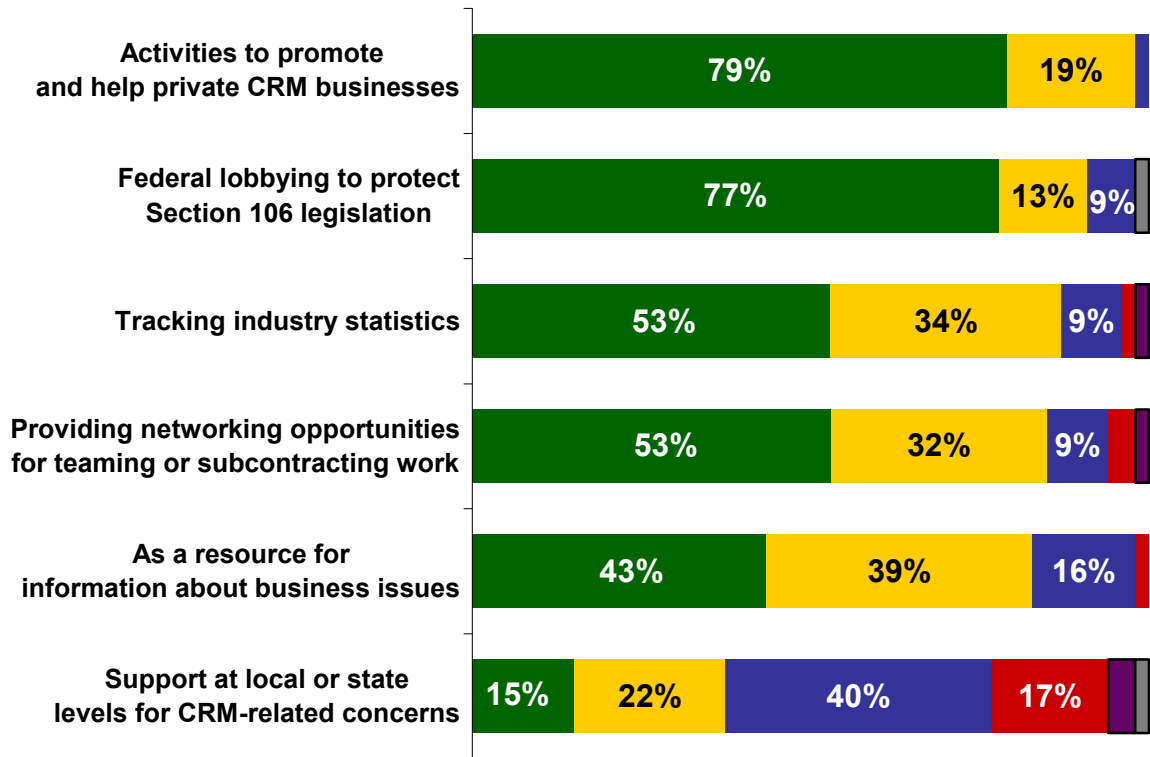
Q54. Has someone from your firm ever served on the ACRA Board?

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.

n=53

■ 5 Extremely important
 ■ 4
 ■ 3
 ■ 2
 ■ 1 Not at all important
 ■ DK/NA



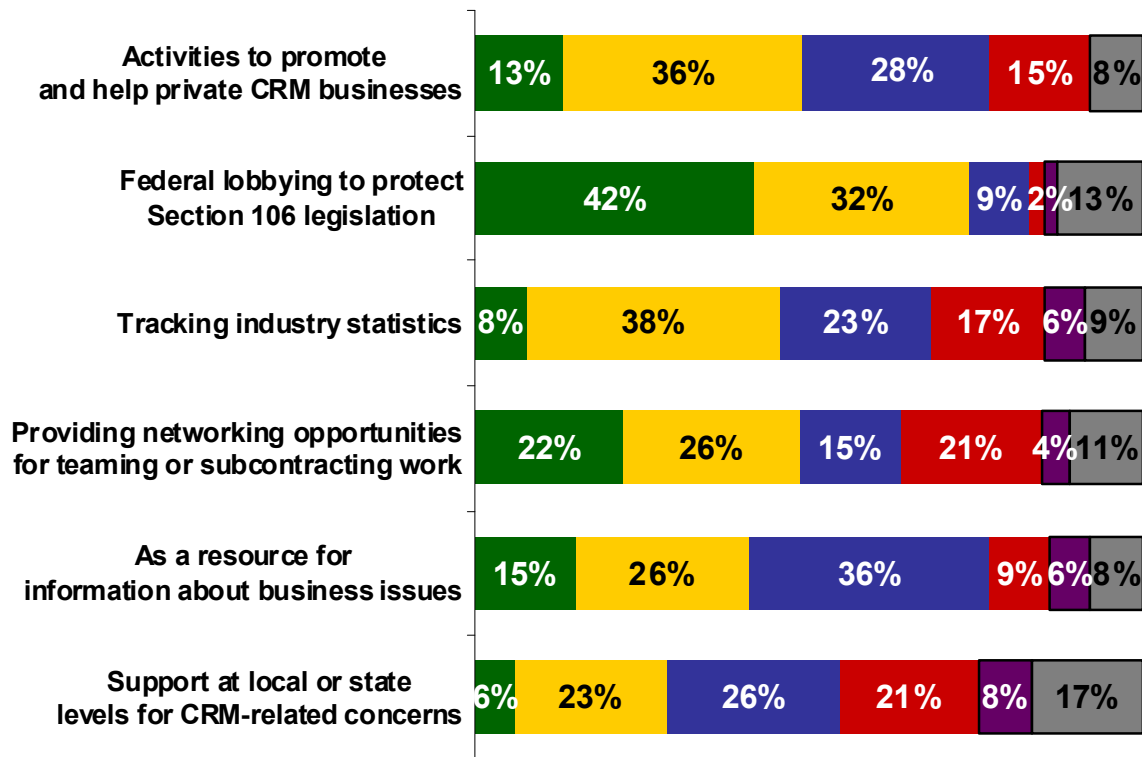
Q55. How important do you think ACRA's role should be in the following areas?

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.

n=53

5 Extremely satisfied 4 3 2 1 Not at all satisfied DK/NA



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. Specifically, one can see significance with activities to promote and help private CRM companies, tracking industry stats, being a resource for information about business issues and providing networking opportunities.

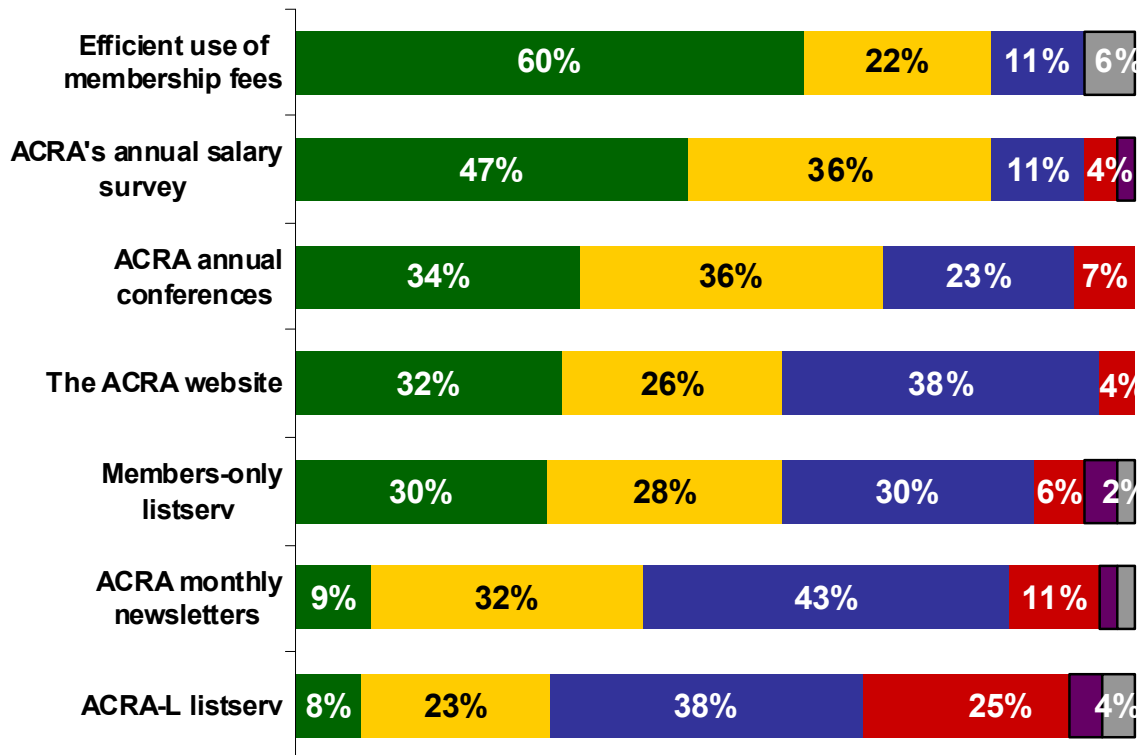
Attributes	Importance	Satisfaction	Gap
Federal lobbying on behalf of ACRA	4.7	4.3	-0.4
Activities to promote and help private CRM businesses	4.7	3.5	-1.2
Providing networking opportunities for teaming or subcontracting work	4.3	3.5	-0.8
As a resource for information about business issues	4.3	3.4	-0.9
Tracking industry statistics	4.4	3.3	-1.1
Support at local or state levels for CRM-related concerns	3.4	3.0	-0.4

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

Respondents feel that efficient use of membership fees is extremely important.

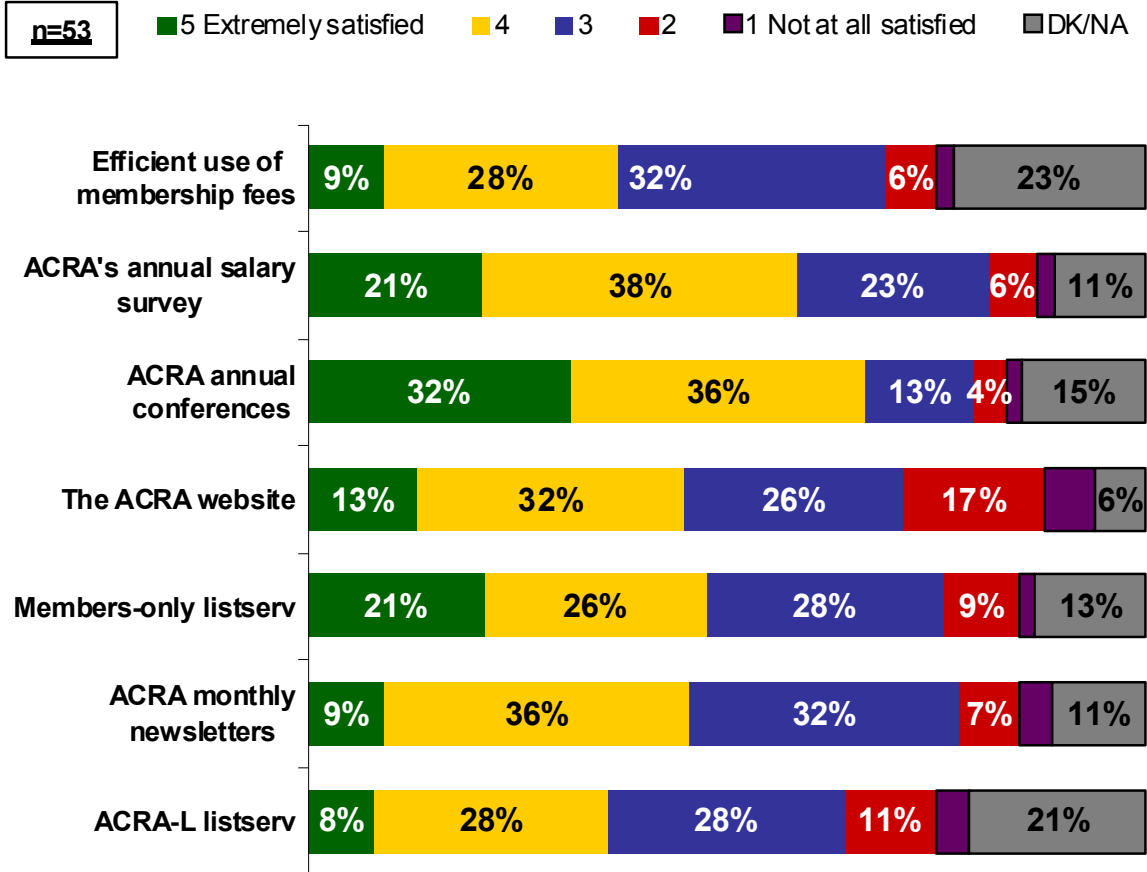
n=53 ■ 5 Extremely important ■ 4 ■ 3 ■ 2 ■ 1 Not at all important ■ DK/NA



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

Satisfaction with ACRA Benefits

However, only 14% of respondents are extremely satisfied with the efficient use of membership fees. Respondents are most satisfied with the annual conference and annual salary survey.



Q58. How satisfied are you with...?

Gap Analysis: ACRA Benefits

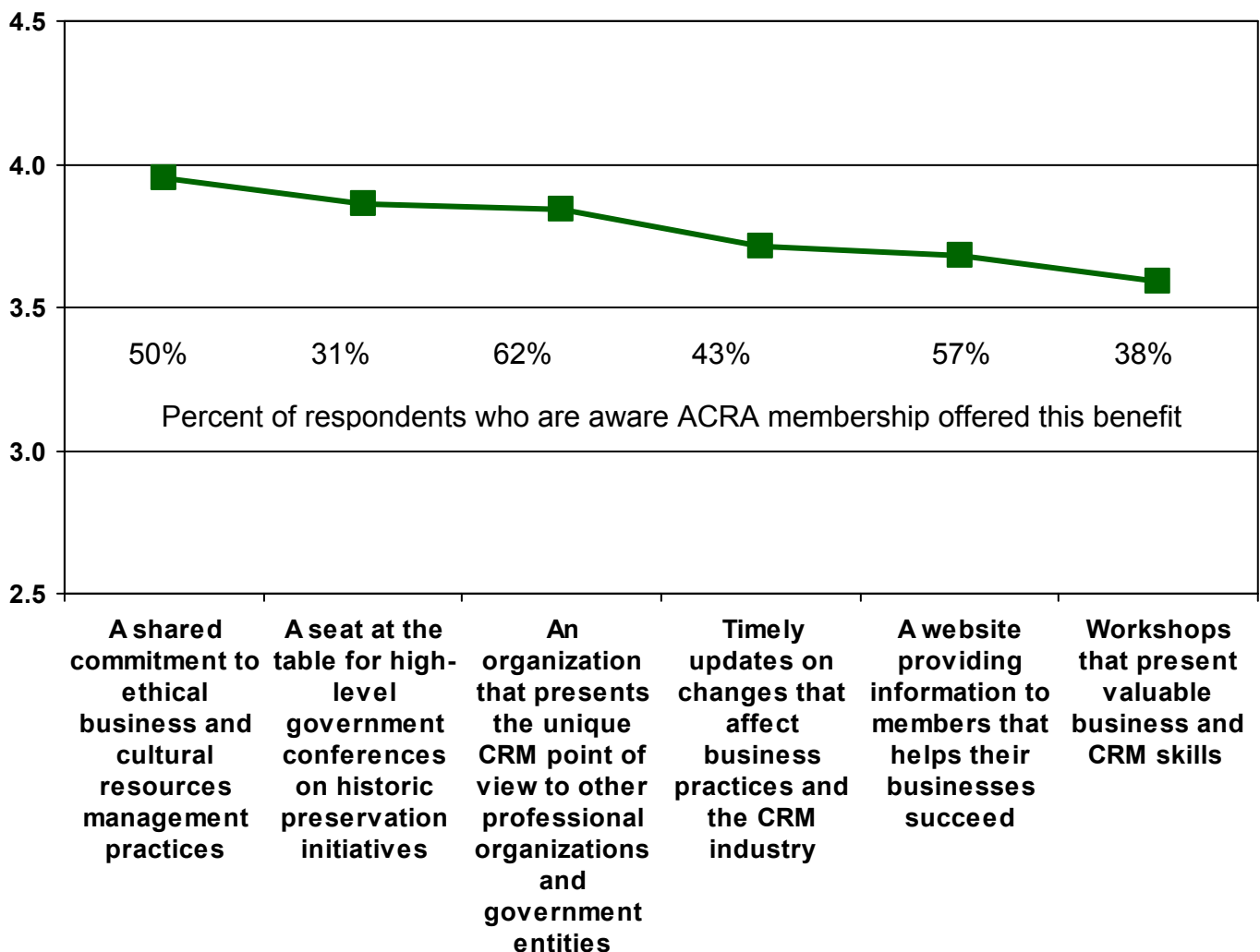
The ACRA website and the efficient use of membership fees may not have met member expectations.

Attributes	Importance	Satisfaction	Gap
The ACRA website	3.9	3.4	-0.5
ACRA annual conferences	3.9	4.0	0.1
Members-only listserv	3.8	3.7	-0.1
ACRA-L listserv	3.1	3.4	0.3
ACRA monthly newsletters	3.5	3.5	-
ACRA's annual salary survey	4.2	3.8	-0.4
Efficient use of membership fees	4.5	3.5	-1.0

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

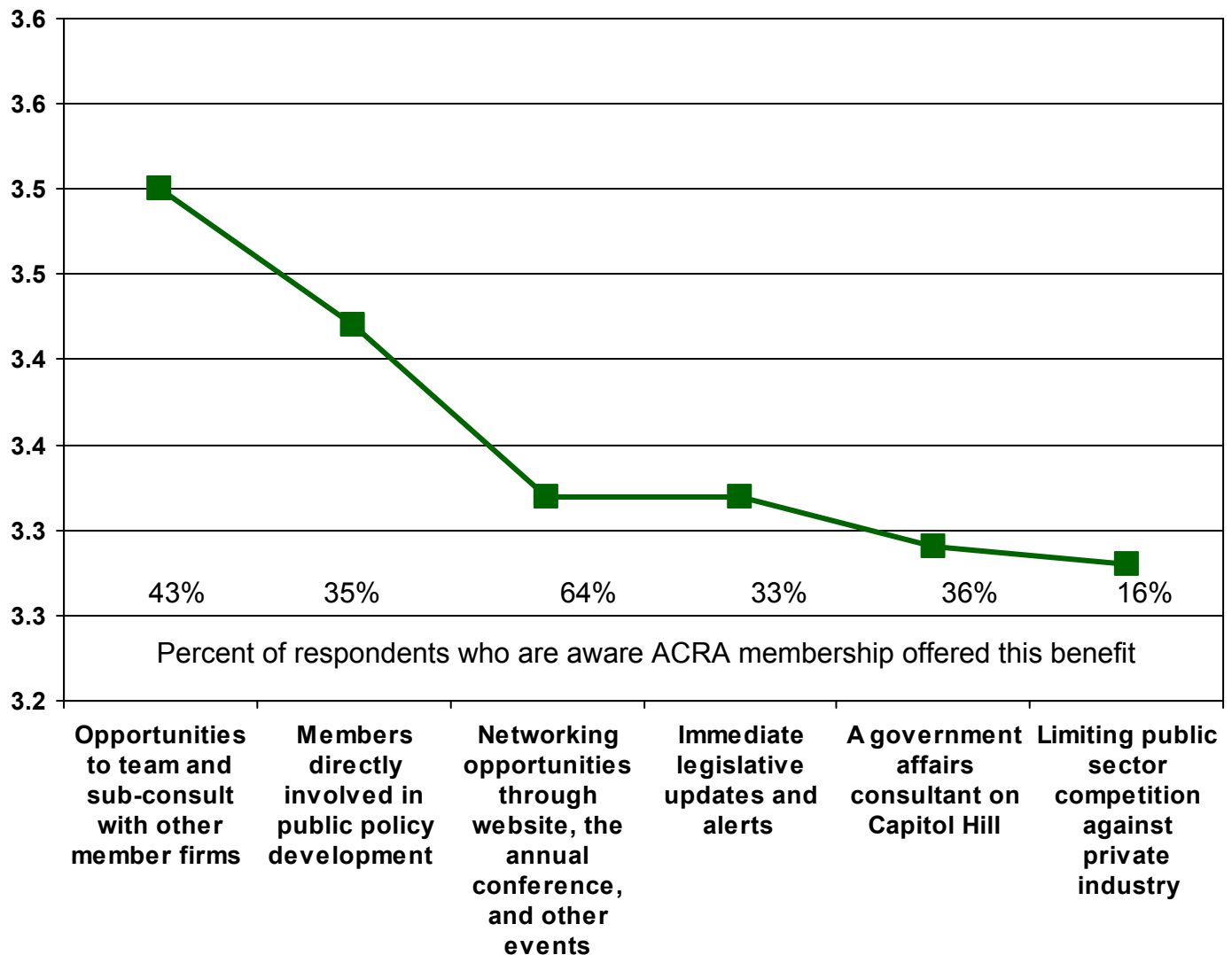
Mean Importance and Awareness of Membership Benefits to Non-Members

A shared commitment to ethical business and cultural resources management practices is most important to non-members. However, only 50% of non-members were aware that ACRA membership offered this benefit.



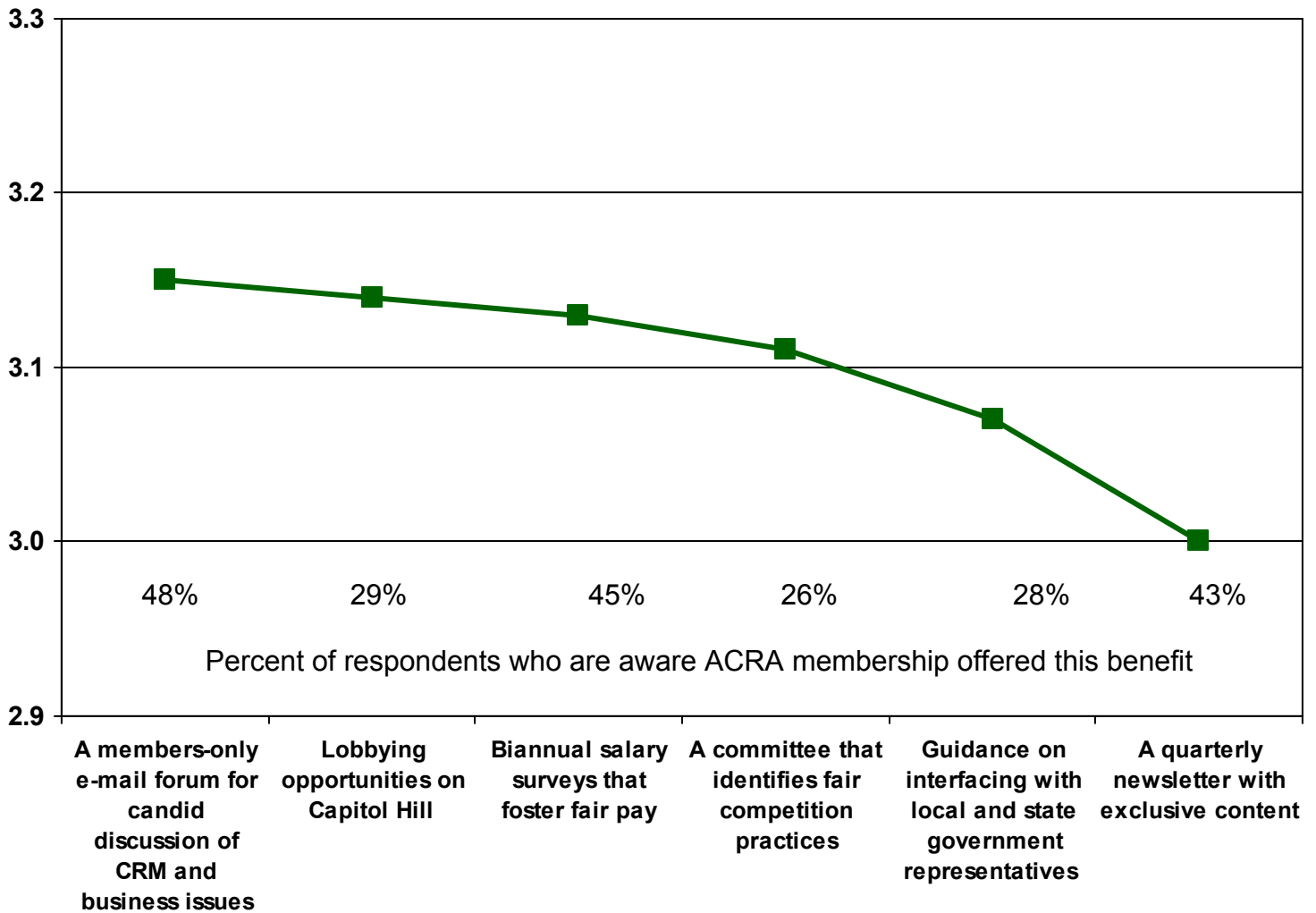
Mean Importance and Awareness of Membership Benefits to Non-Members

Opportunities to team and sub-consult with other member firms has an importance rating of 3.5. 43% of respondents know it is a benefit of ACRA membership.



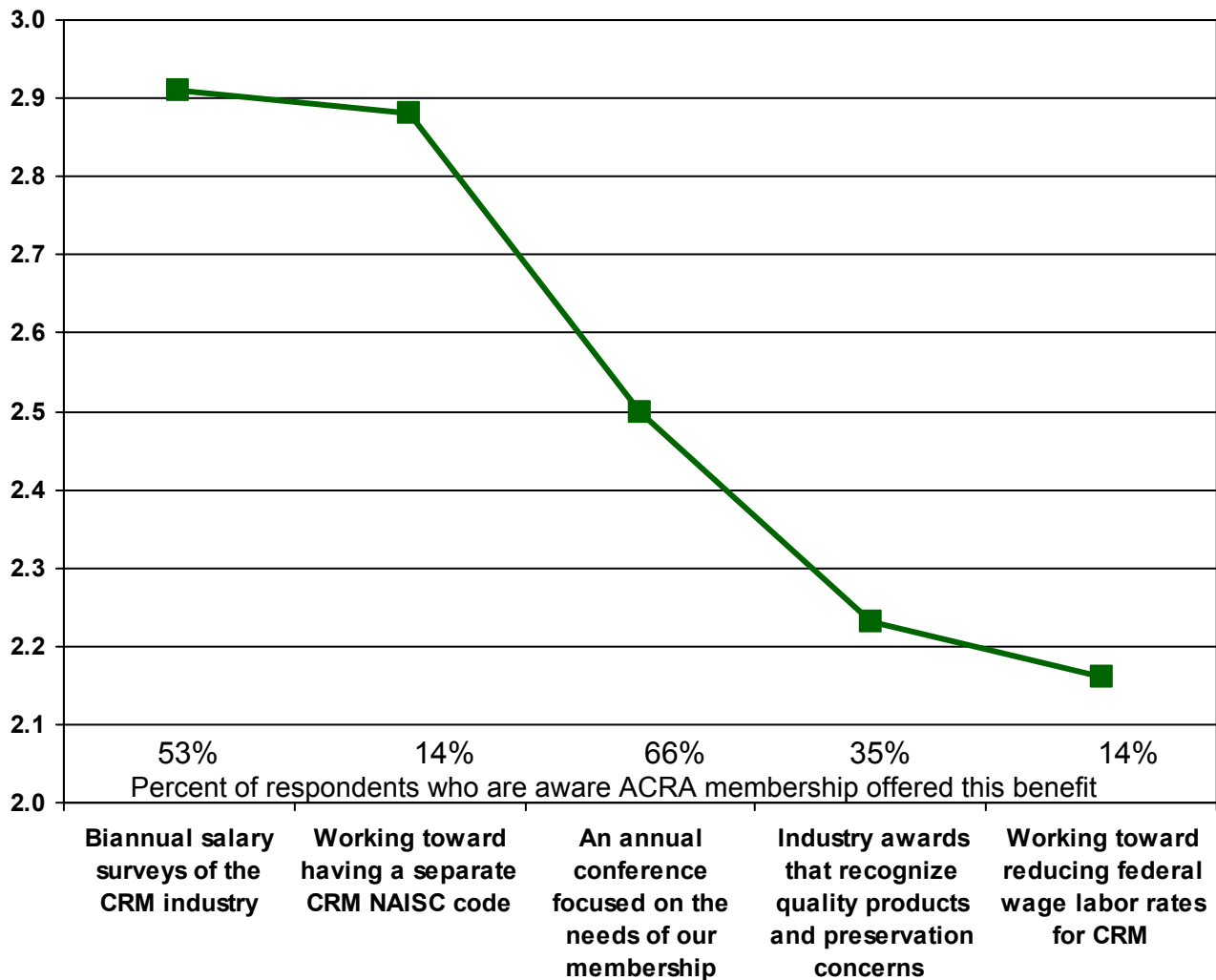
Mean Importance and Awareness of Membership Benefits to Non-Members

Non-members rated the following benefits as less important, and their awareness of these benefits varies.



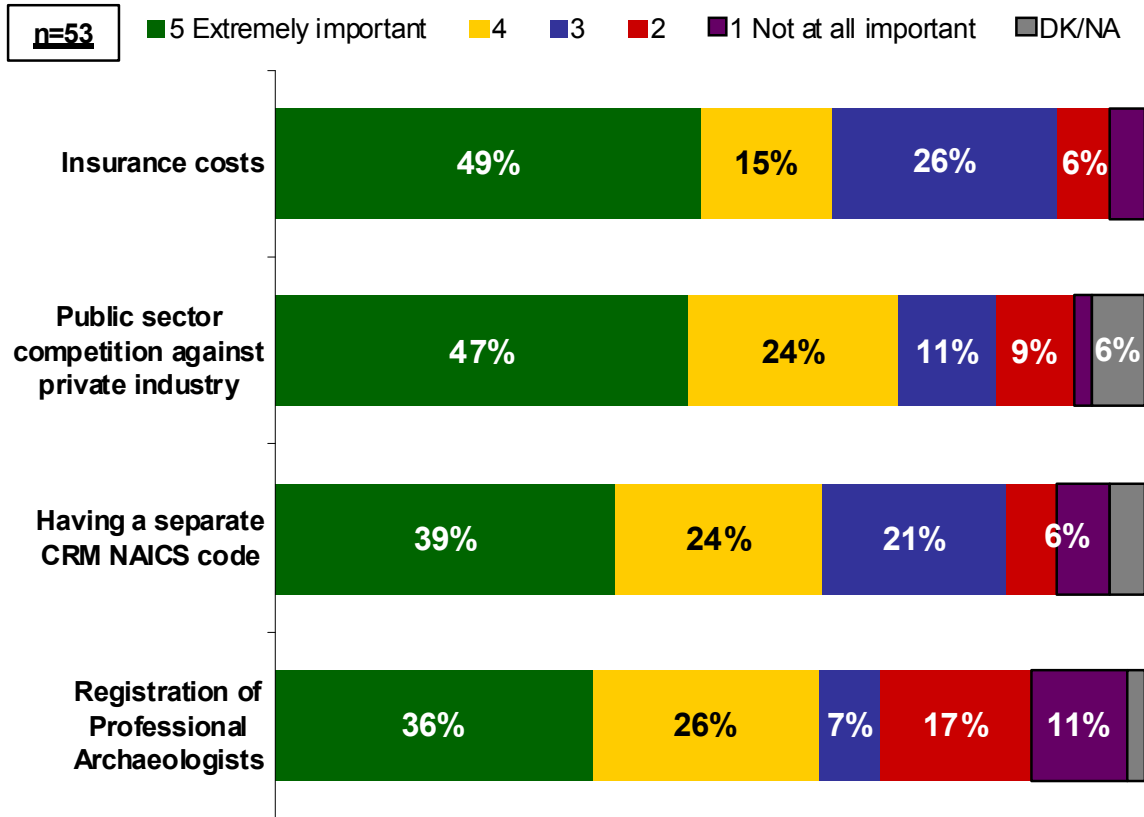
Mean Importance and Awareness of Membership Benefits to Non-Members

These benefits were the least important to respondents.



Importance of CRM Concerns

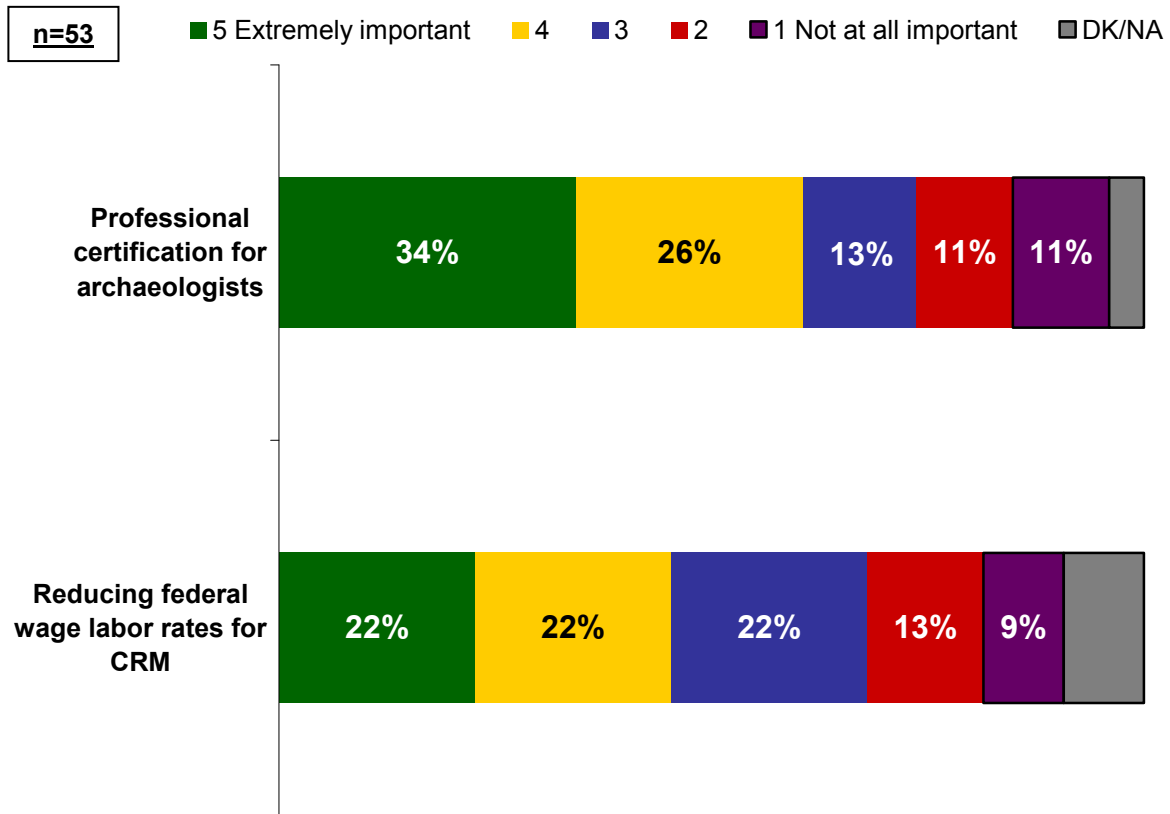
Public sector competition and insurance costs are most important to ACRA members.



Q57. 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 60% of ACRA members.

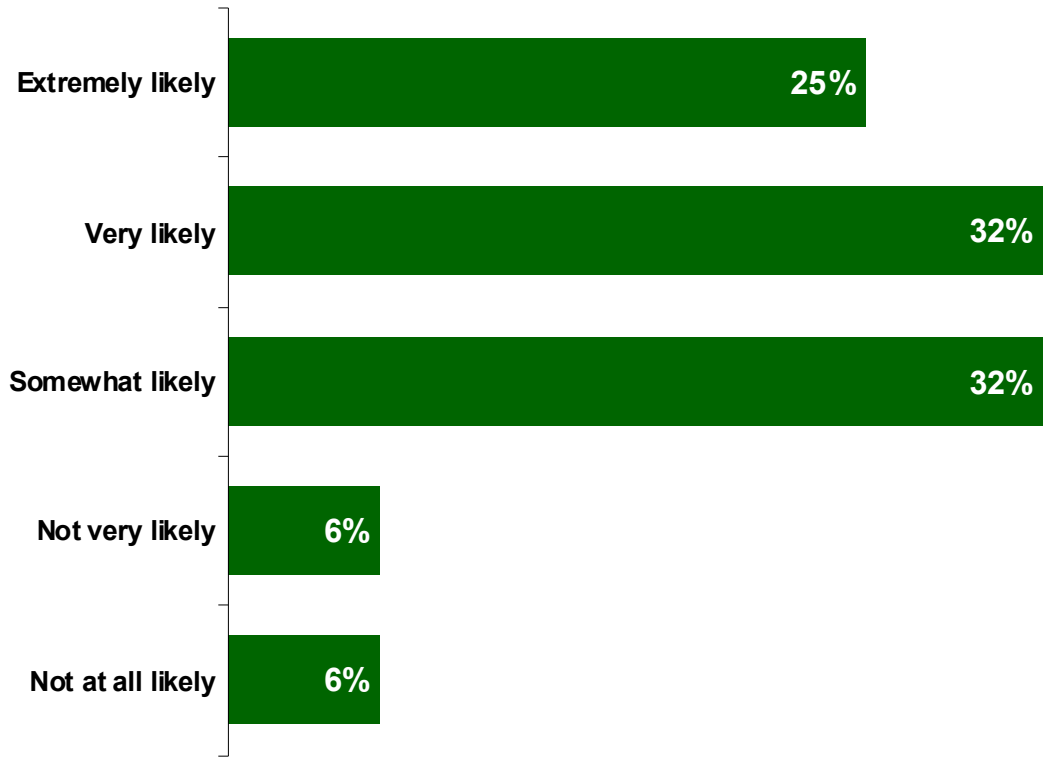


Q58. How important do you think the following are for professionalizing the CRM industry?

Interest in Regional Chapter

If regional chapters were created, one-quarter of ARCA members would be extremely likely to join and actively participate.

n=53



Q59. If ACRA offered state or regional chapters, how likely would you be to join and actively participate at this level?

Business Challenges

Respondents report that the current economic situation, fierce competition, retention of qualified labor and finding contracts are the four biggest challenges facing their businesses.

<i>Q66. What are the biggest challenges that face your business today?</i>	n	%
Economy	27	21%
Competition	26	20%
Finding and retaining quality employees	22	17%
Finding contracts	19	15%
Regulations	8	6%
Health care costs	6	5%
Low value placed on work	6	5%
Cost of doing business/cash flow	5	4%
Single mentions	6	5%
Don't know/no answer	2	2%
115 Total Respondents Gave	127 Responses	

Areas for ACRA Assistance

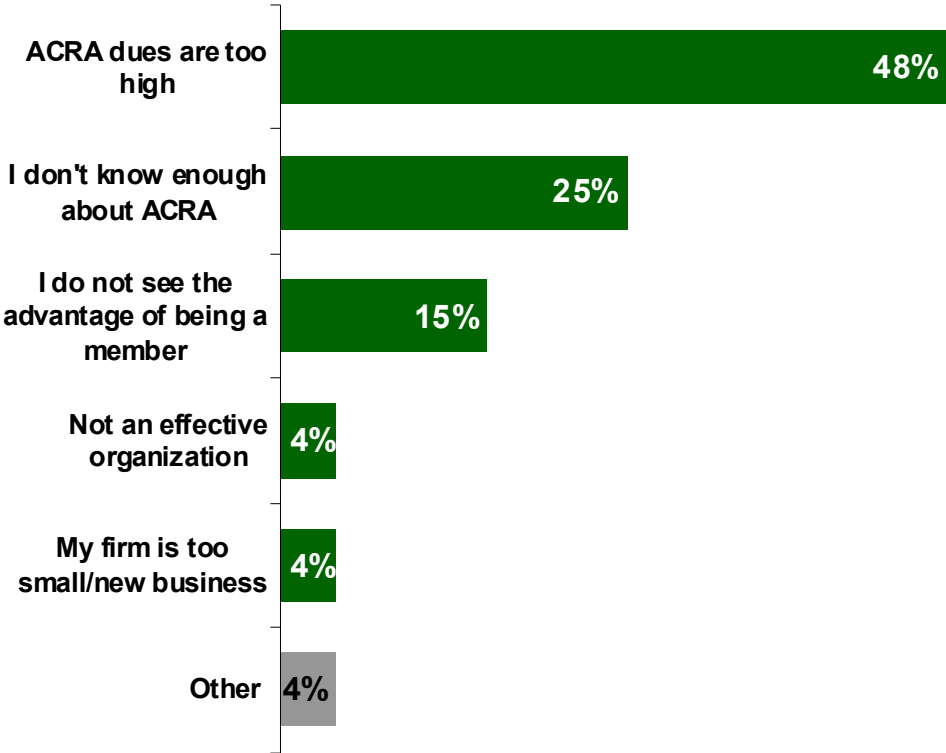
Respondents believe that ACRA can best assist their organizations by being their voice at the federal level and promoting interaction and work between ACRA firms.

<i>Q65. In what ways can ACRA better help you and your business?</i>	n	%
Voice at federal level	32	33%
Promote interaction/work between ACRA firms	18	19%
Take stand on competitive practices/low-quality work	9	9%
Work for small business	9	9%
Provide continuing education	9	9%
Access to new clients/work	8	8%
Single mentions	10	10%
Don't know/no answer	25	26%
115 Total Respondents Gave	96 responses	

Reason for Being a Non-Member

Non-members feel that ACRA dues are too high or are unaware of the benefits.

n=48



Q60. Which of the following best describes why your firm is not currently a member of ACRA?

Q60. Which of the following best describes why your firm is not currently a member of ACRA?	n	%
ACRA dues are too high	25	43%
I don't know enough about ACRA	10	17%
I do not see the advantage of being a member	8	14%
My firm is too small, new business	5	9%
I work for a government agency	4	7%
ACRA is not an effective organization	2	3%
I work for a university	1	2%
Other	3	5%
58 Respondents		

Reasons to Join ACRA

Non-members would join ACRA if fees were lower and if they had a better understanding of benefits.

<i>Q61. What might convince you to join ACRA?</i>	n	%
Lower fees	25	40%
Knowledge of benefits	17	27%
Word-of-mouth	2	3%
Single mentions	6	10%
DK/NA	12	19%
58 Total Respondents Gave	62 Responses	

Conclusions

- Survey respondents were split between members and non-members.
- Full-service CRM firms and for-profit corporations made up the largest proportion of respondents.
- Members place a high importance on federal lobbying and activities to promote and help private CRM businesses.
- Members are most satisfied with ACRA's role in federal lobbying efforts and providing network opportunities.
- The gap analysis reveals that ACRA is falling short of member expectations in all categories; however, four categories have significant gaps: activities to promote and help CRM businesses, tracking industry stats, as a resource for information about business issues and providing network opportunities.
- Looking at the importance of ACRA benefits, efficient use of membership fees was rated highest by members.
- ACRA's annual conference, followed by the annual salary survey, received the highest satisfaction rating by members.
- The gap analysis reveals that ACRA is falling short of member expectations in four categories; however, only two categories have significant gaps: efficient use of membership fees and the ACRA website.
- Two categories, the ACRA-L listserv and the annual conference, received higher satisfaction than importance ratings. Although these gaps were not significant, no additional resources should be directed toward these categories.
- When examining non-member attitudes about ACRA membership, we can see that a lack of knowledge about membership benefits is the main reason for not becoming a member.
- Non-members rated a shared commitment to ethical business and cultural resources management practices as the most important benefit of membership; however, only 50% of non-member respondents were aware that ACRA membership offered this benefit. Focus should be placed on slide 19; here, we see the membership benefits with the highest importance and their awareness ratings.
- High ACRA dues, not having enough knowledge about ACRA and not seeing the advantage of ACRA membership were the main reasons non-members gave for not being ACRA members.
- Non-members would consider joining ACRA if the dues were lower and they were aware of membership benefits.
- The current economic situation, competition, finding and retaining quality employees and finding contracts are the biggest challenges facing respondents' businesses today.
- ACRA can help businesses by continuing to be their voice at the federal level and promoting interaction and work between ACRA firms.