

**V E R N O N**  
RESEARCH GROUP

American Cultural Resources Association

Salary Survey

Final Report

July 17, 2019

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# Presentation Outline

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- ▼ Purpose and Methodology
- ▼ Organization Demographics
- ▼ General Financial Information
- ▼ Employees
- ▼ Benefits
- ▼ Compensation

# Purpose and Methodology

- ▼ An online study was completed in order to gather information about salaries and benefits of employees in the Cultural Resources Management (CRM) industry.
- ▼ Participants were invited from throughout the United States.
- ▼ Both American Cultural Resources Association (ACRA) members and non-members provided information.
- ▼ The surveys were entirely completed by 73 organizations and partially completed by an additional 47 organizations between March 27 and May 19, 2019. All responses for each question are included in this report unless they were obvious outliers.
- ▼ The average (median) completion time was 26 minutes.

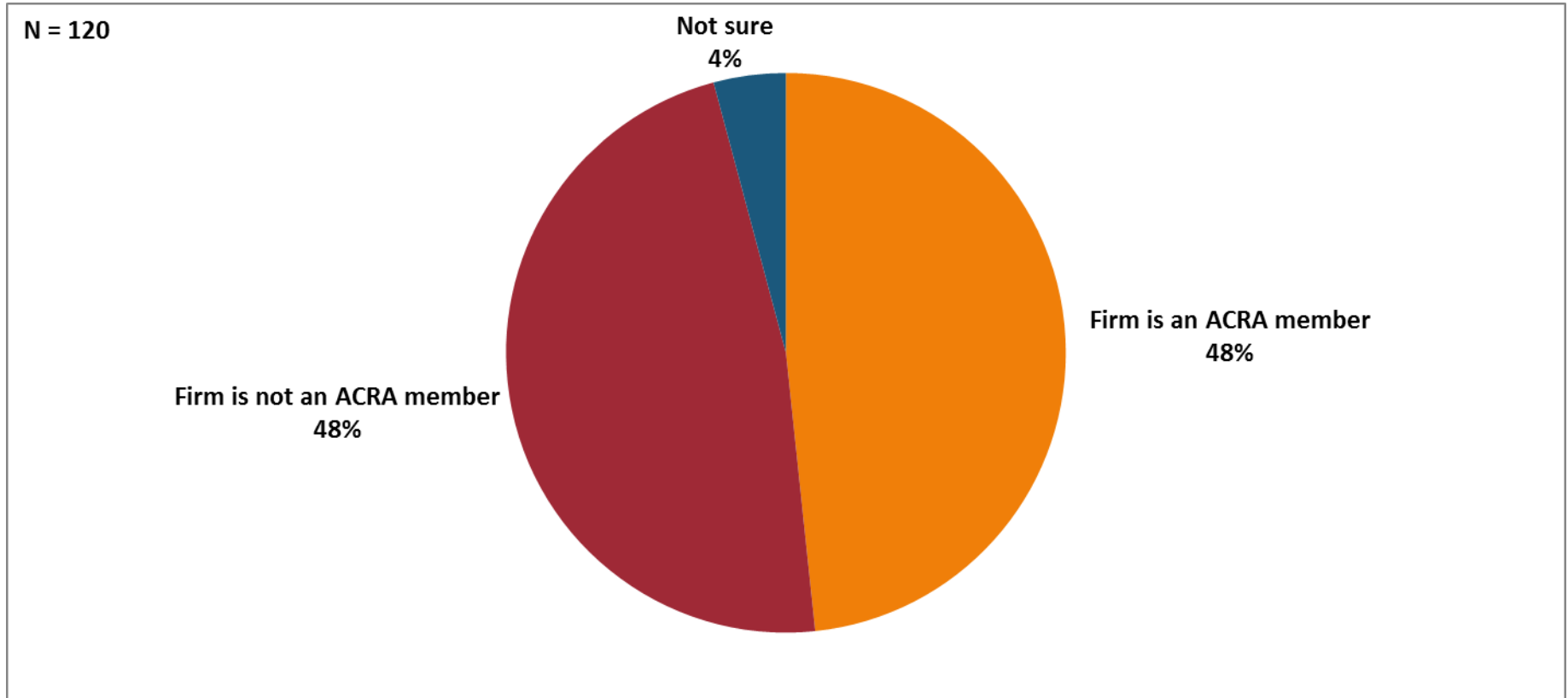
# Organization Demographics

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- ▼ ACRA Membership
- ▼ Headquarter Locations
- ▼ Branch Locations
- ▼ Work Locations
- ▼ Types of Work
- ▼ Organization Types
- ▼ Services Offered
- ▼ Federal Contracts

# ACRA Membership

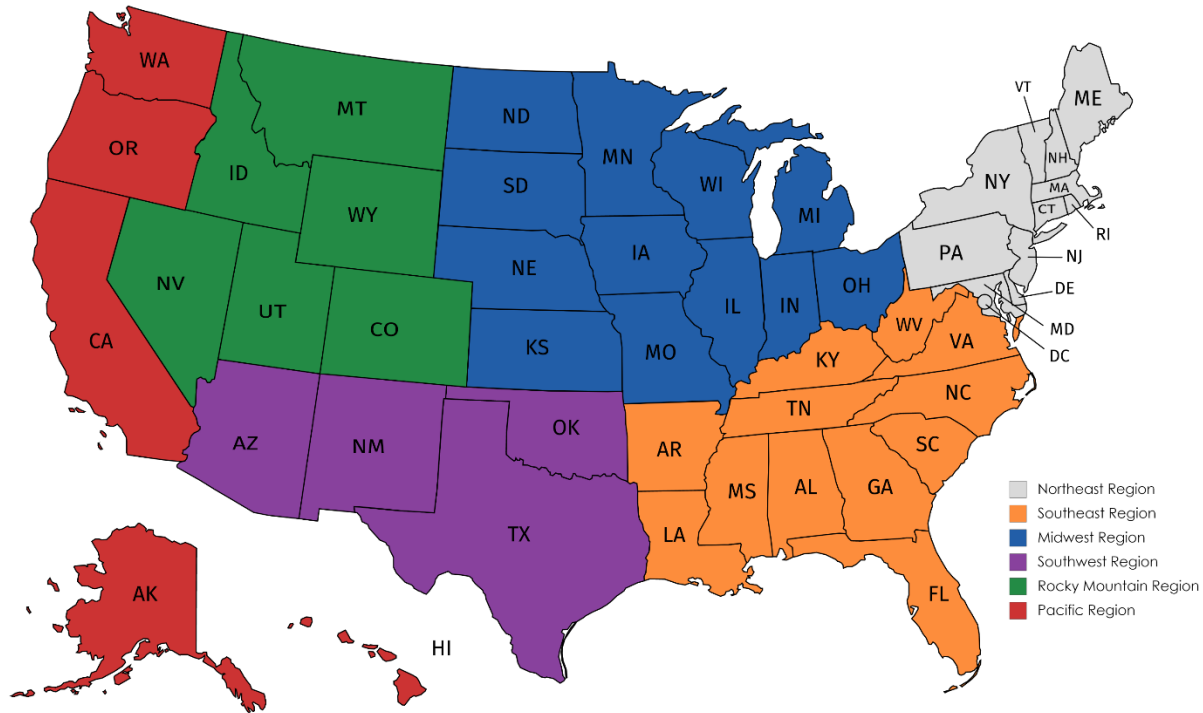
About half of the respondents were from organizations with an ACRA membership.



Q1. Is your organization currently an **ACRA member**?

# Regions

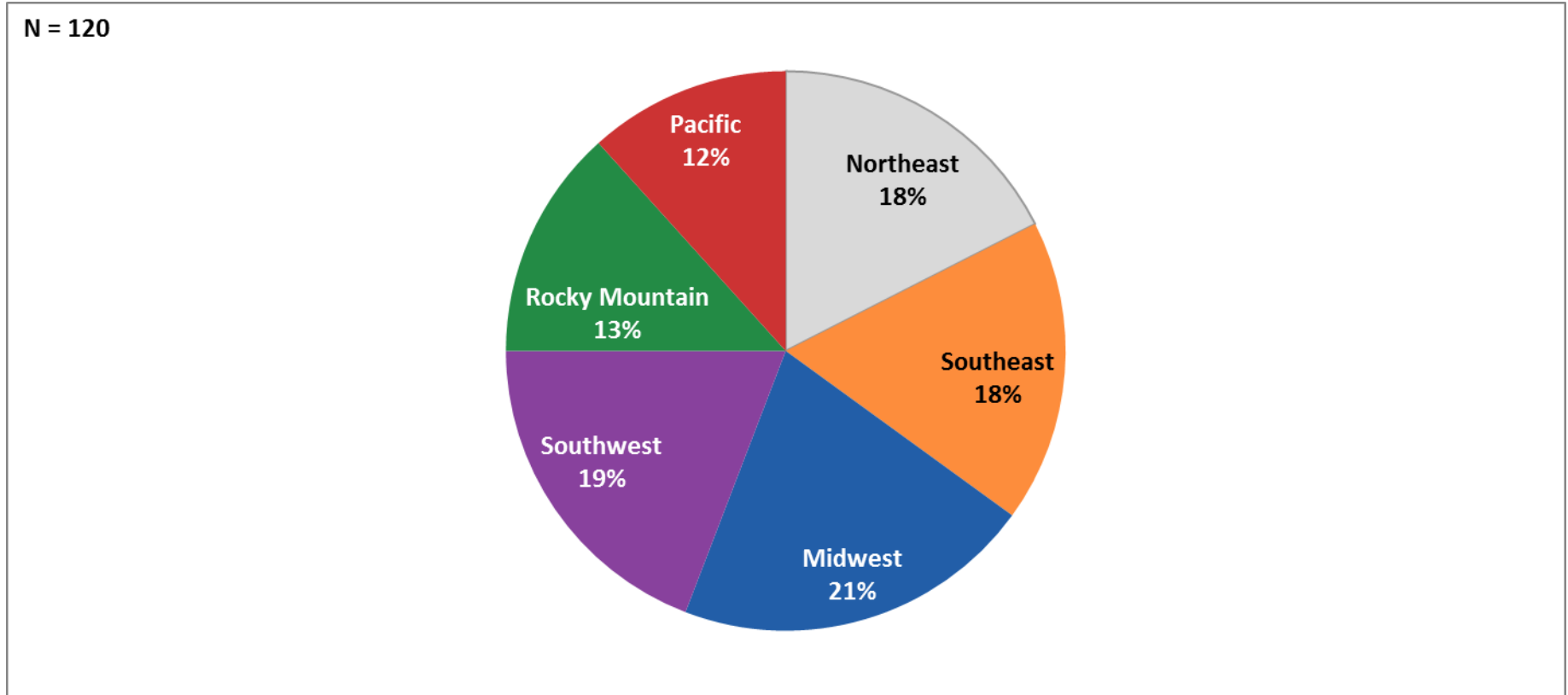
These are the definitions for the regions used in this report.



Created with mapchart.net®

# Headquarter Locations

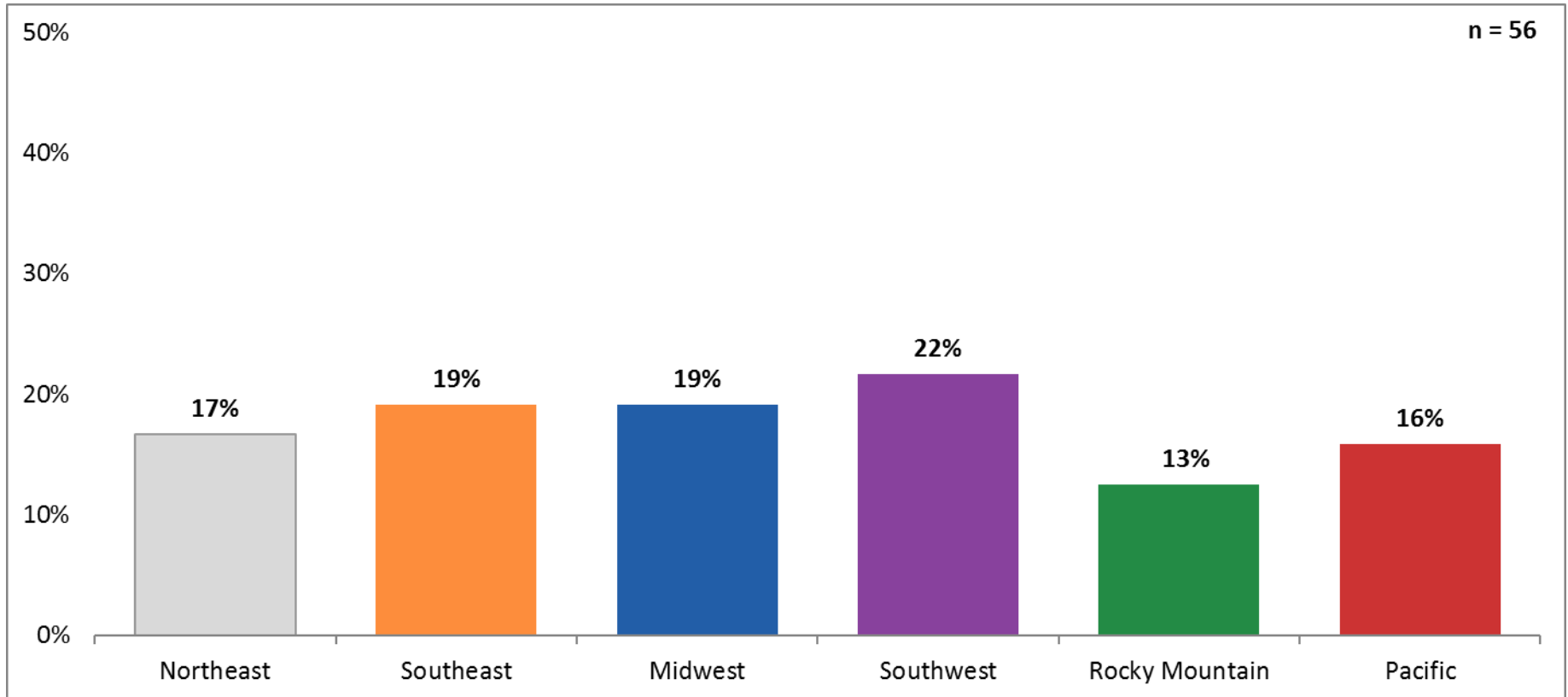
There is a breakdown of wages and salaries by region later in the report.



Q2. In which **state** is your organization headquartered?

# Branch Locations

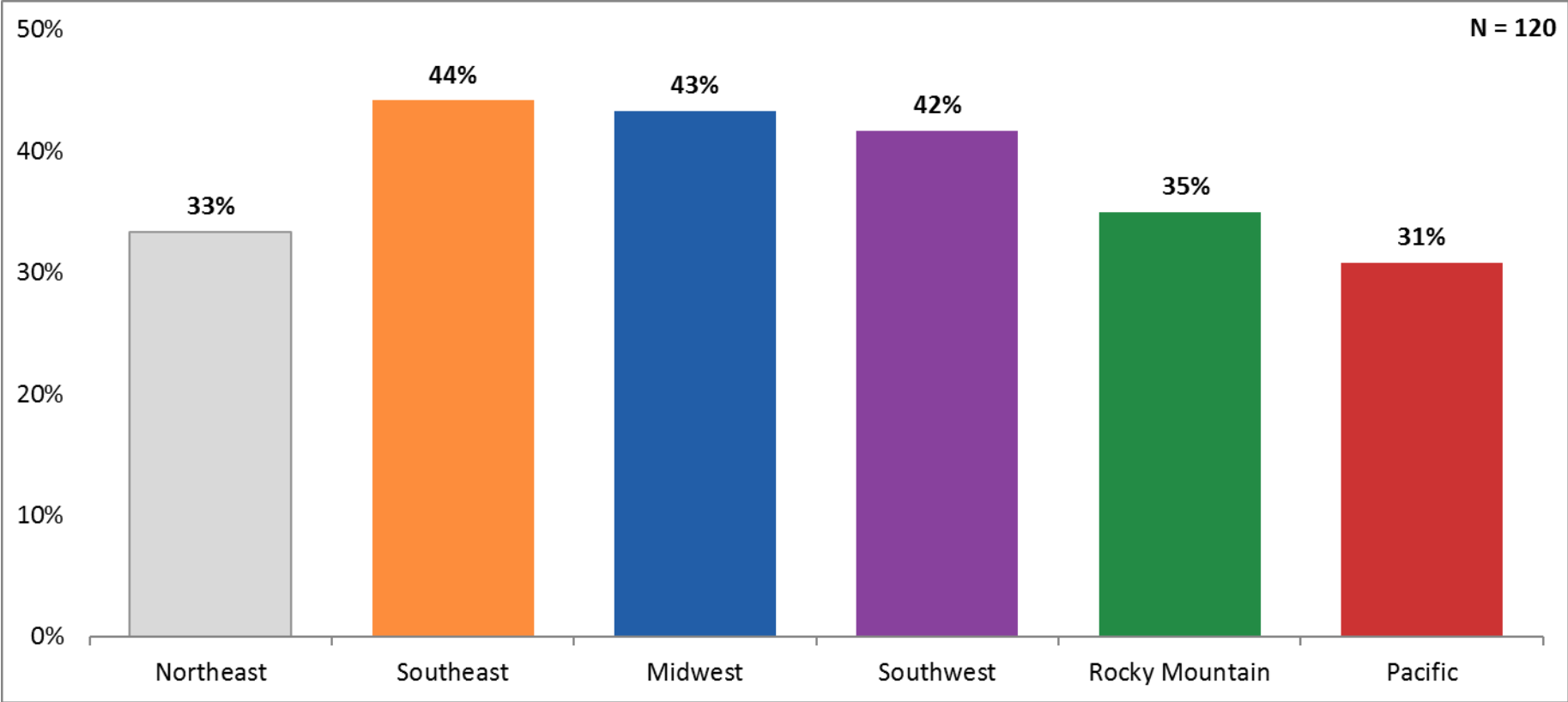
Nearly half (47%) of organizations had at least one branch office.



Q3. In which states does your organization have **branch offices**? *Select all that apply.*

# Work Locations

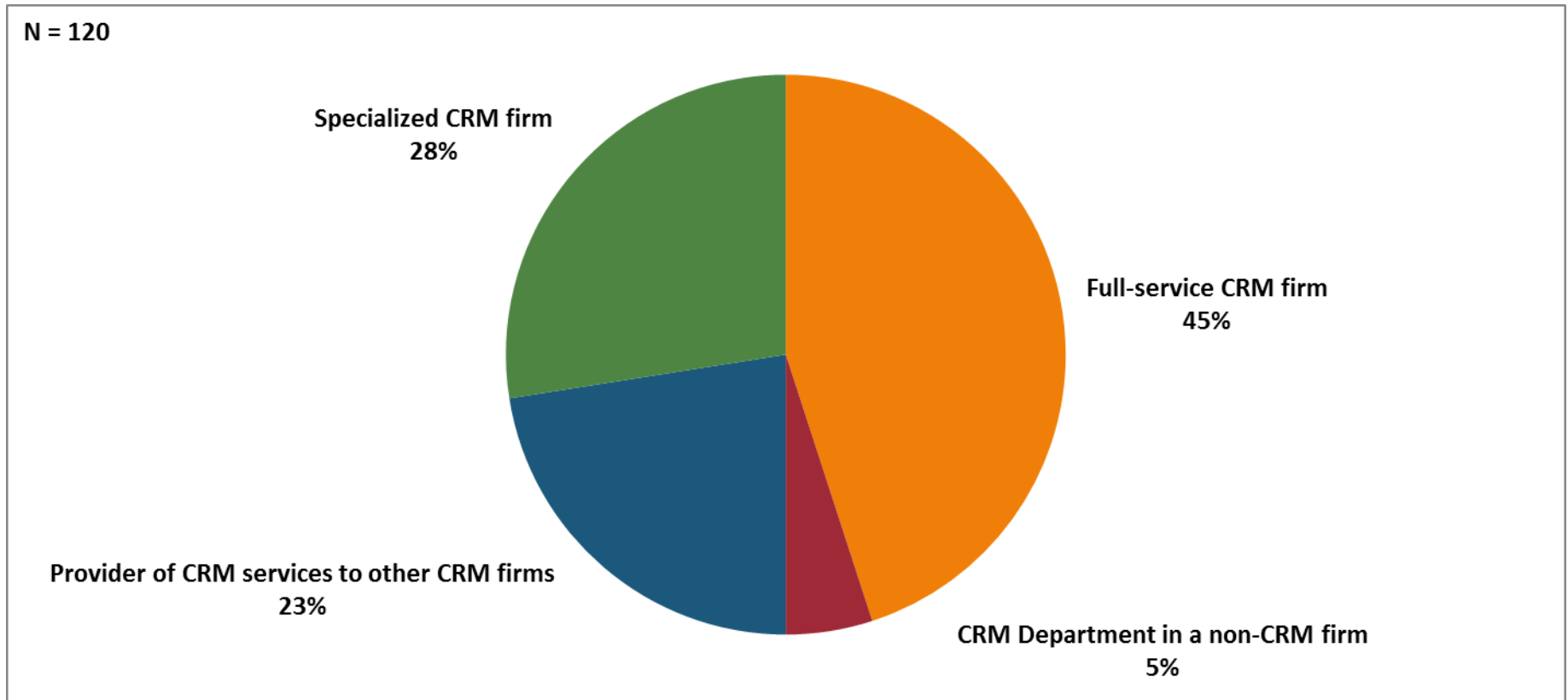
Organizations did not necessarily stay within their own region for work.



Q4. Indicate all states in which your organization **did business** in 2018. *Select all that apply.*

# Types of Work

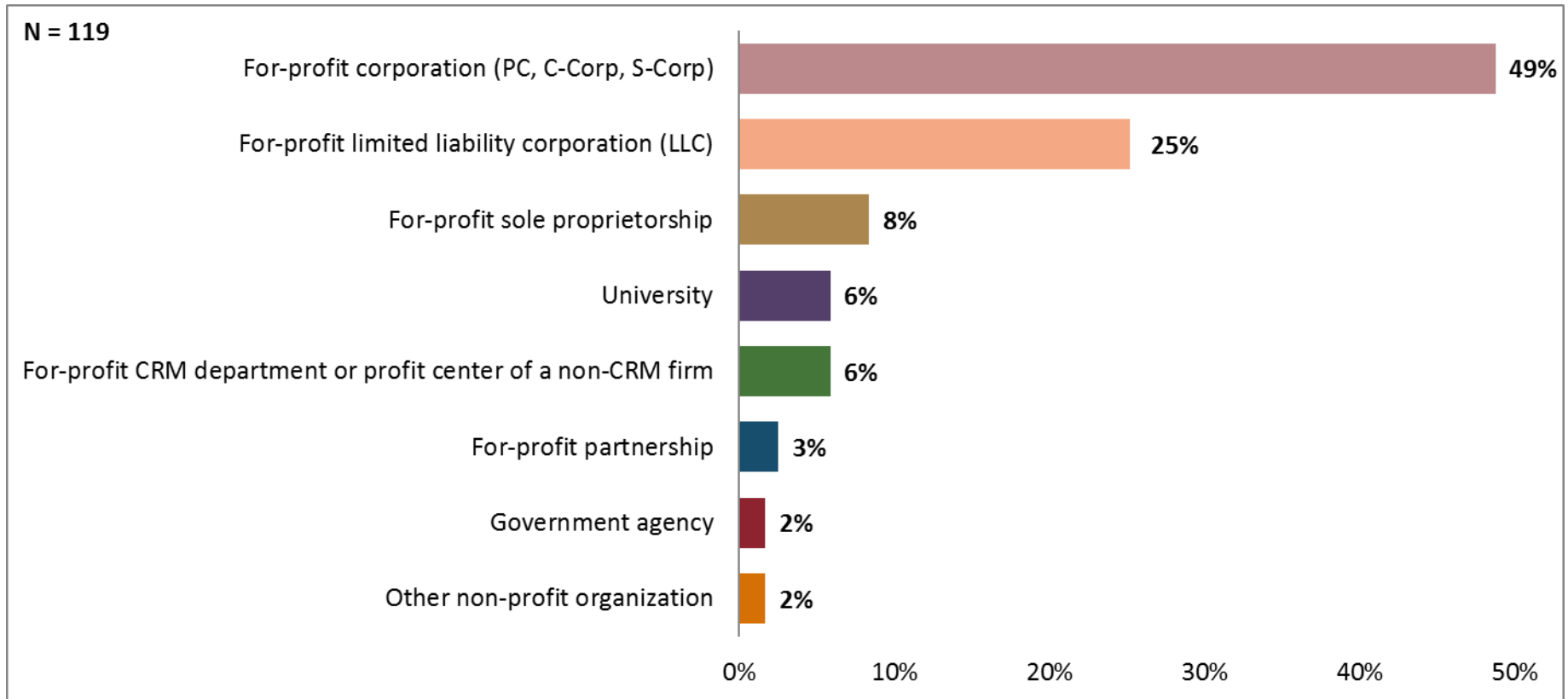
Full-service CRM firms were represented most in the sample, but specialized CRM firms and those who provide CRM services to other CRM firms were also well-represented.



Q5. Which of the following best describes your organization's work?

# Organization Types

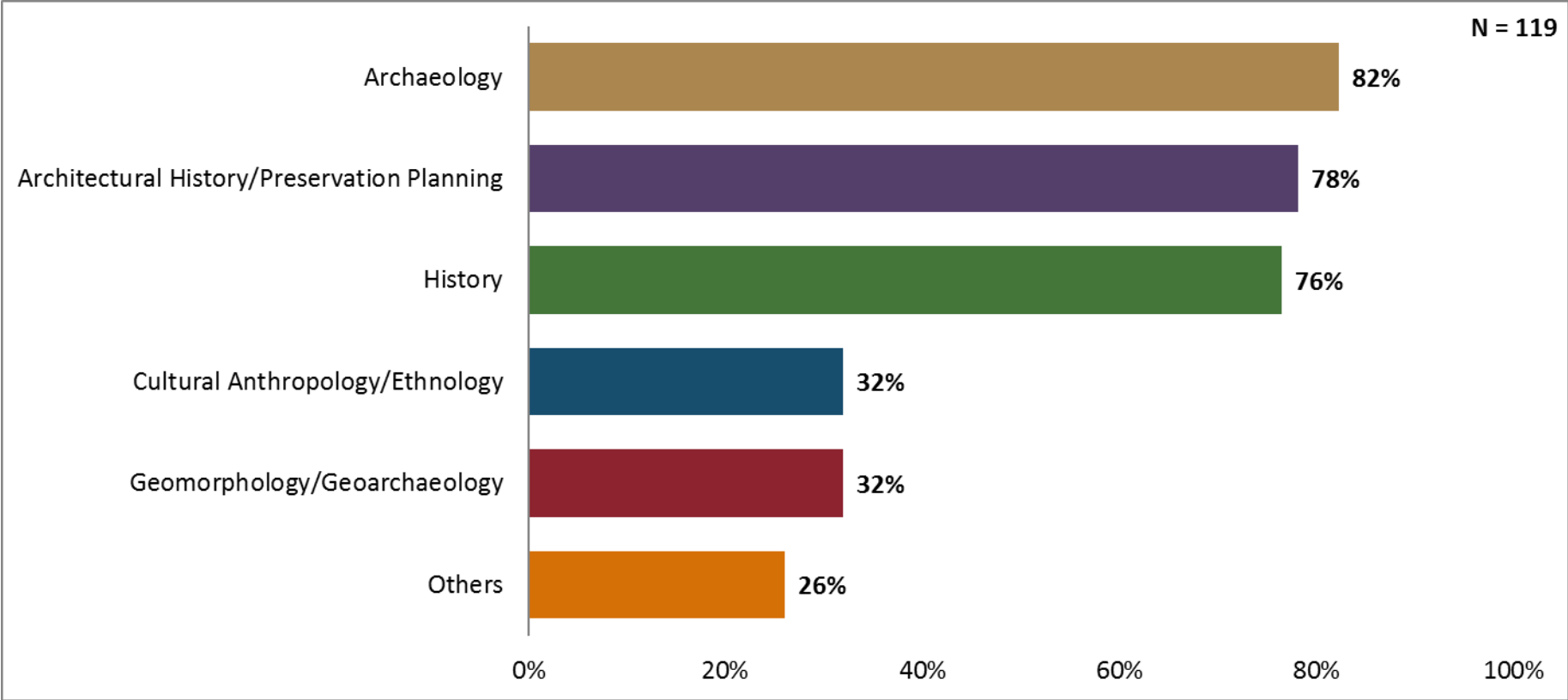
Most of the organizations in the sample were for-profit corporations, but a good number were for-profit LLCs, as well.



Q7. Which of the following best describes your organization?

# Services Offered

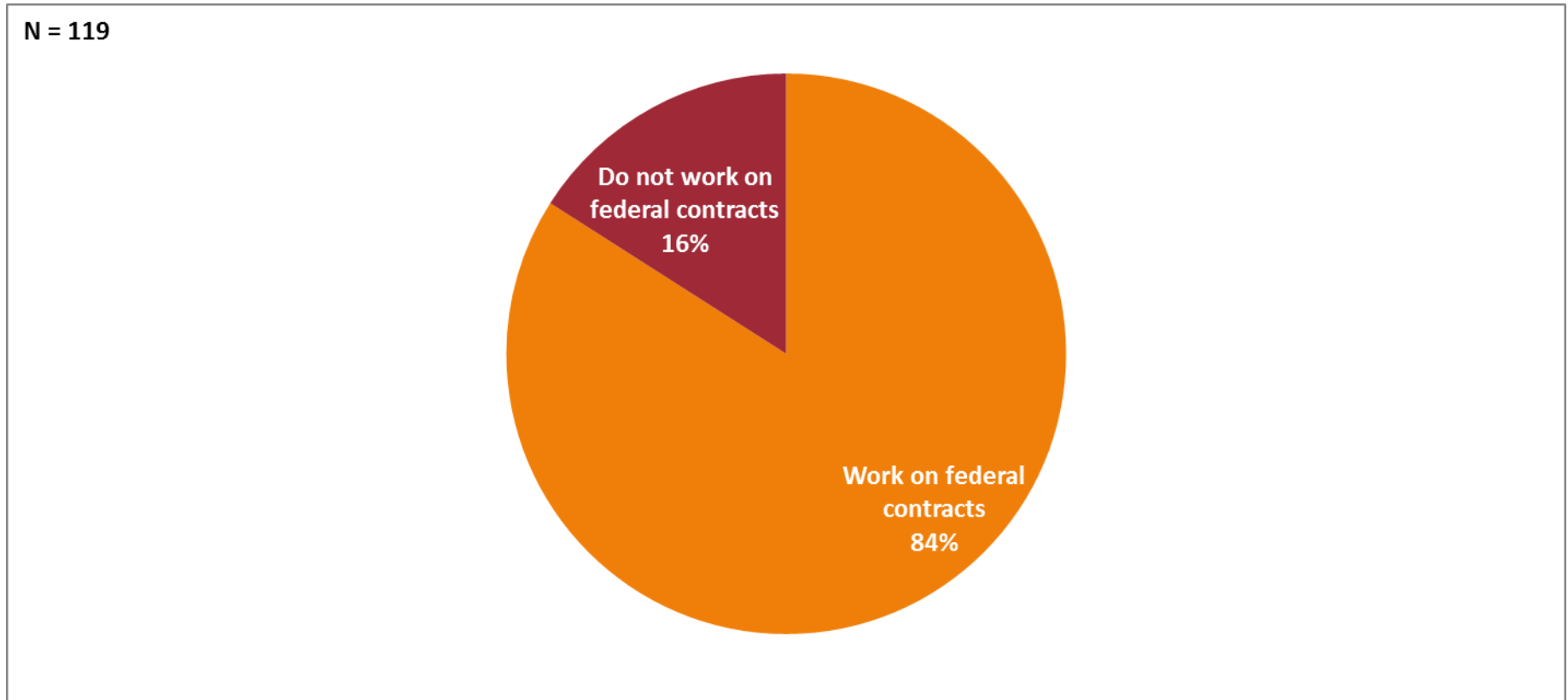
Most organizations offered archaeology, architectural history/preservation planning, and history.



Q6. Which of the following **services** do you offer? *Select all that apply.*

# Federal Contracts

Most of the organizations in the sample worked on federal contracts.



Q9. Does your organization work on **federal contracts**?

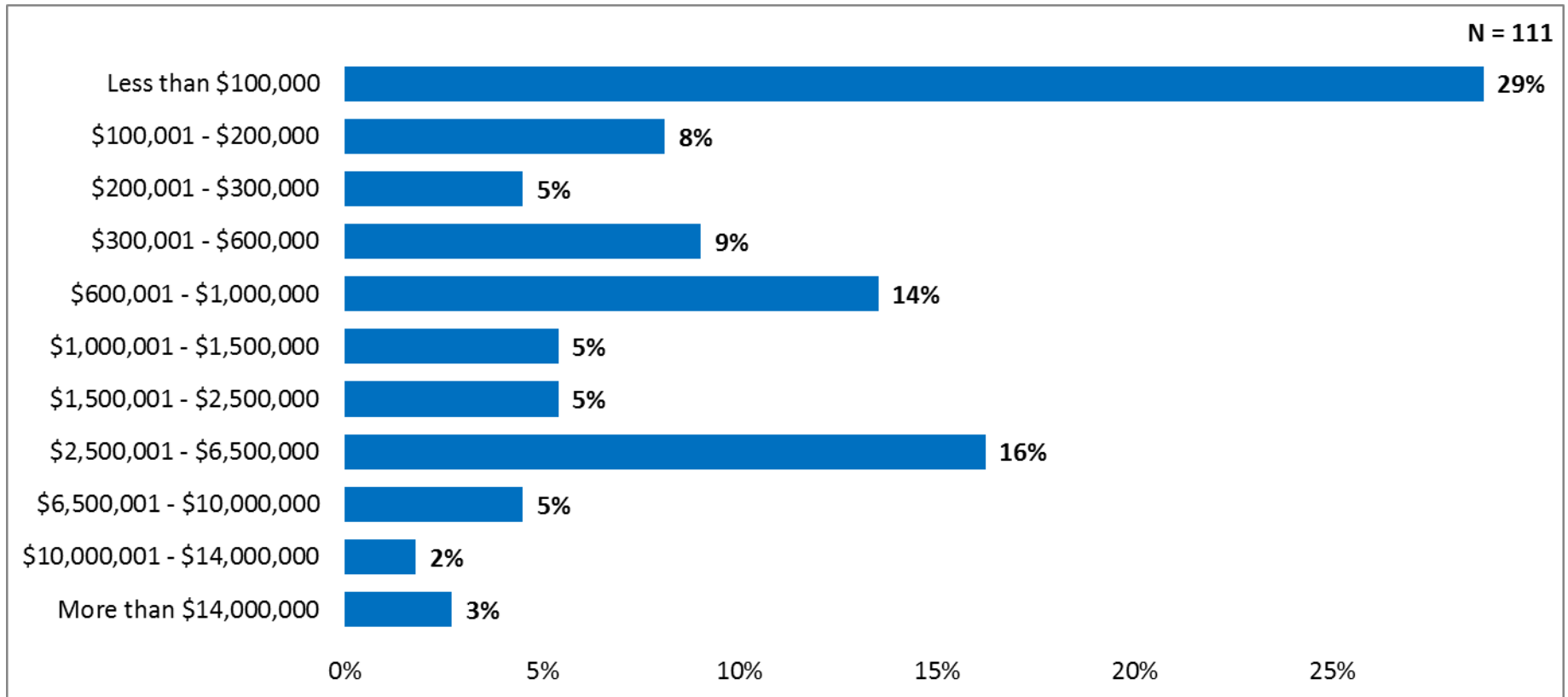
# General Financial Information

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- ▼ Gross Annual Sales
- ▼ Total Overhead
- ▼ Overhead Breakdown
- ▼ Profit Margin
- ▼ Cost-plus Pricing
- ▼ Fixed-cost Pricing

# Gross Annual Sales

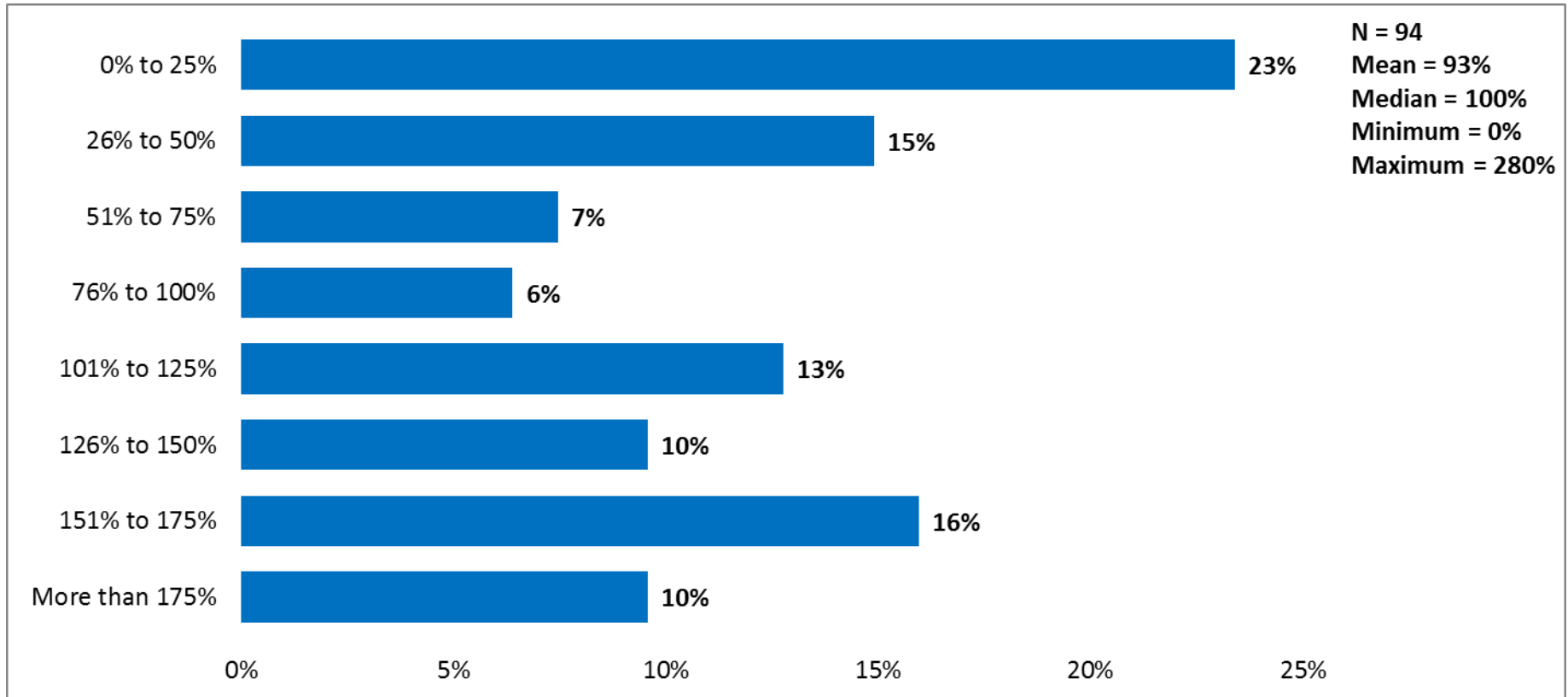
Nearly a third of organizations (29%) had gross annual sales totaling less than \$100,000. The other two-thirds were spread out, mainly through \$10,000,000.



Q10. Which of the following would best describe your organization's **gross annual sales** in 2018?

# Total Overhead

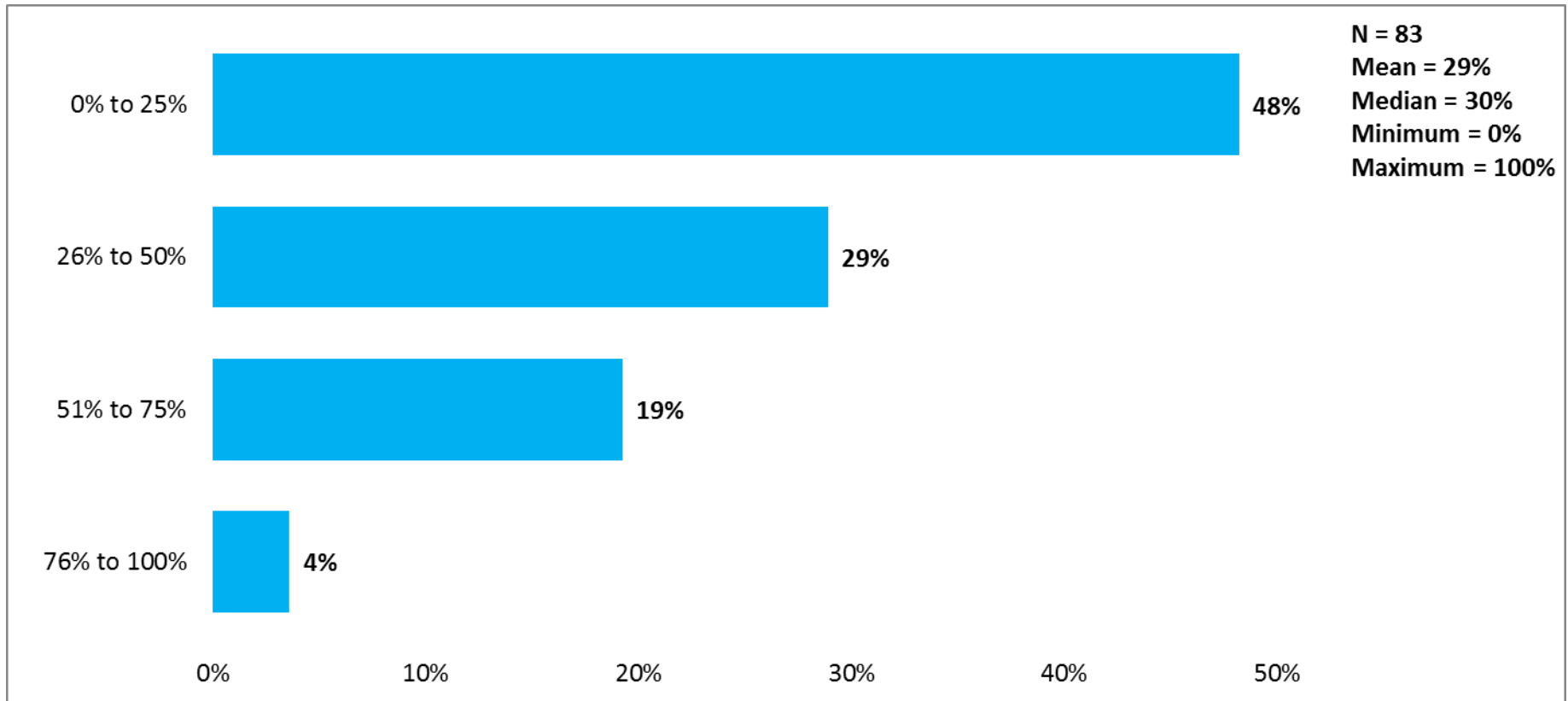
There was a wide range of responses for total overhead.  
Half of respondents said that it was 100% or more of direct labor or hourly pay rates.



Q11. In 2018, what was your firm's **total overhead rate** as a percentage of direct labor or hourly pay rates?  
*Round to the nearest whole number.*

# Overhead Breakdown Fringe Benefits

Half of respondents said that fringe benefits were 30% or more of direct labor.

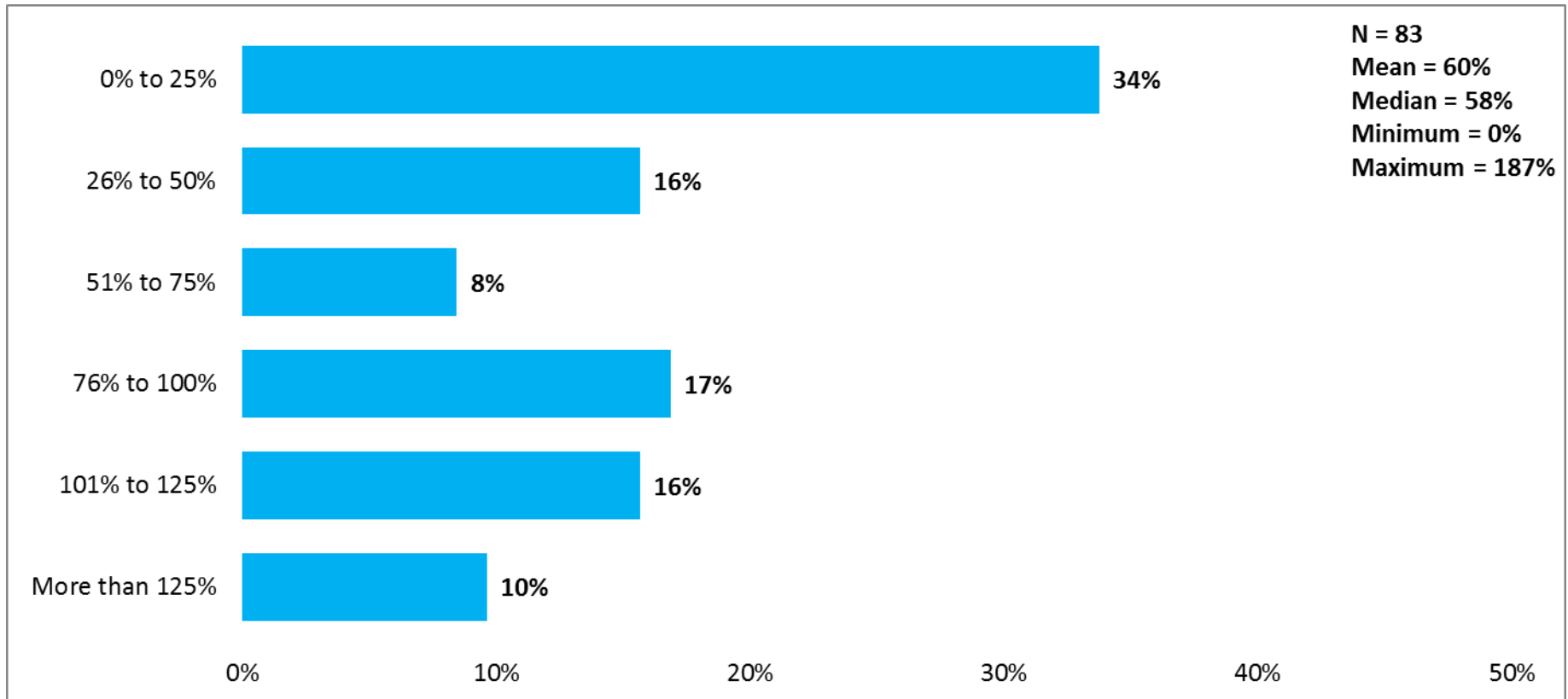


Q12. Please provide the **breakdown of your 2018 overhead rate** between fringe benefits (i.e., vacation, sick leave, insurance, payroll taxes, retirement/401K contributions) and general overhead (i.e., office occupancy, utilities, equipment/supplies, unbilled travel), as a percentage of direct labor. *Round to the nearest whole numbers.*

# Overhead Breakdown

## General Overhead

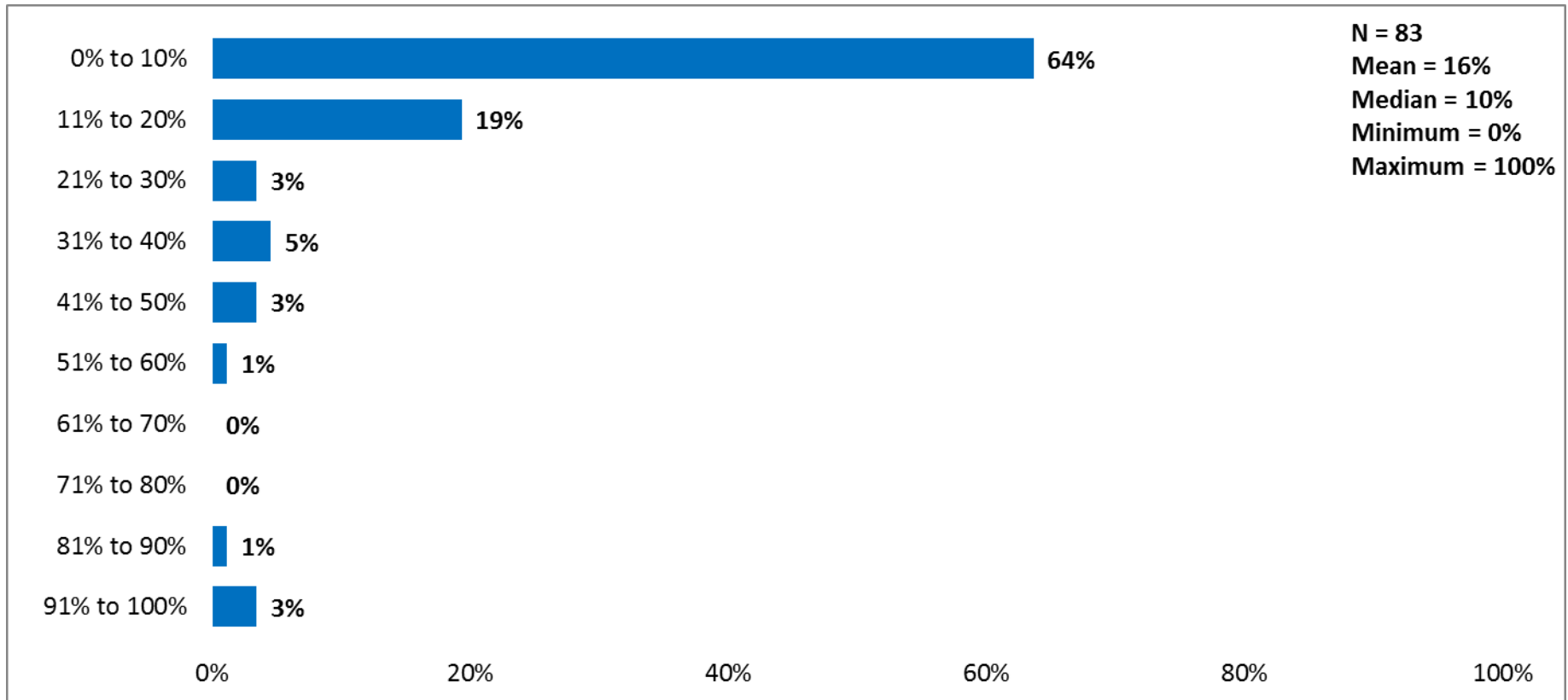
Half of respondents said that general overhead costs were 58% or more of direct labor.



Q12. Please provide the **breakdown of your 2018 overhead rate** between fringe benefits (i.e., vacation, sick leave, insurance, payroll taxes, retirement/401K contributions) and general overhead (i.e., office occupancy, utilities, equipment/supplies, unbilled travel), as a percentage of direct labor. *Round to the nearest whole numbers.*

# Profit Margin

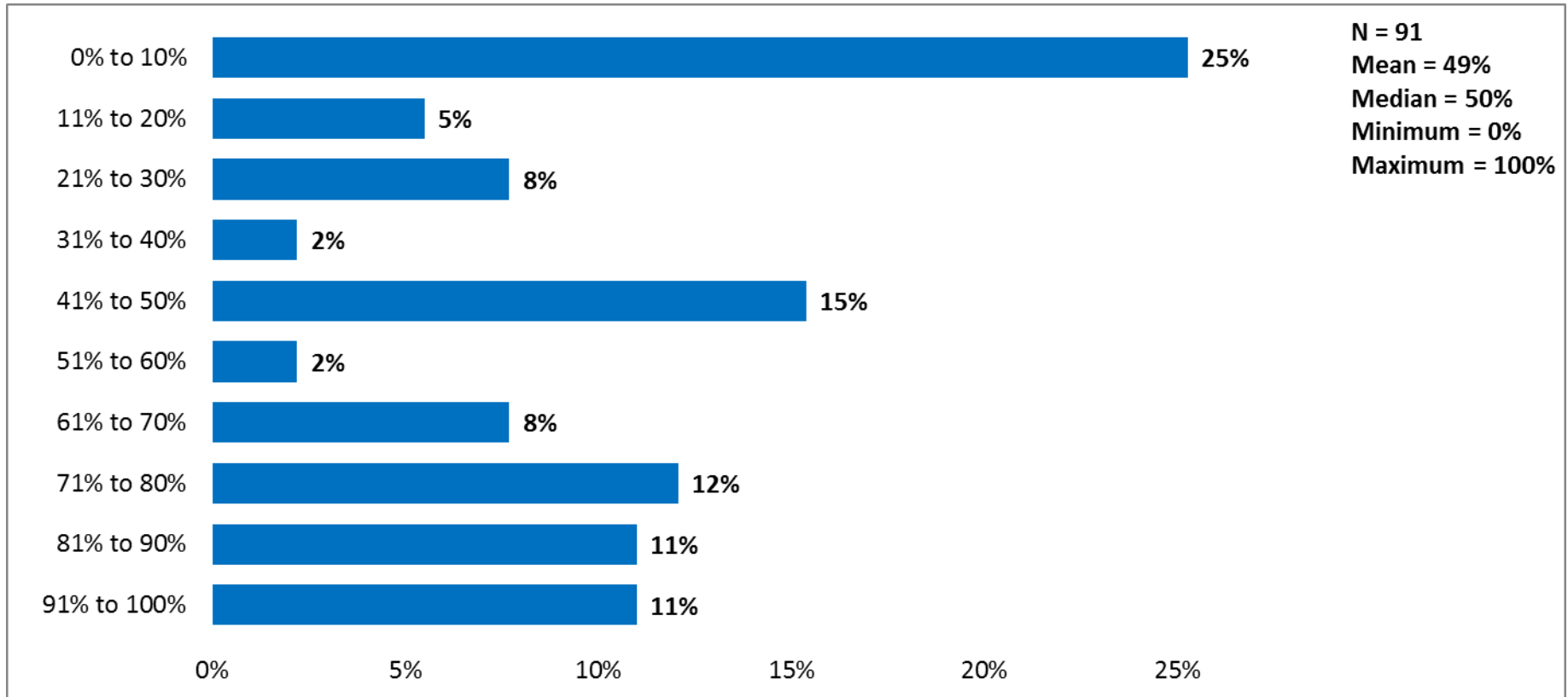
Nearly half of respondents (48%) said their organizations charged between 1% and 10% for a profit margin, but percentages ranged all the way to 100%.



Q13. In 2018, what percentage did your company charge for a normal **fee or profit margin**?

# Cost-plus Pricing

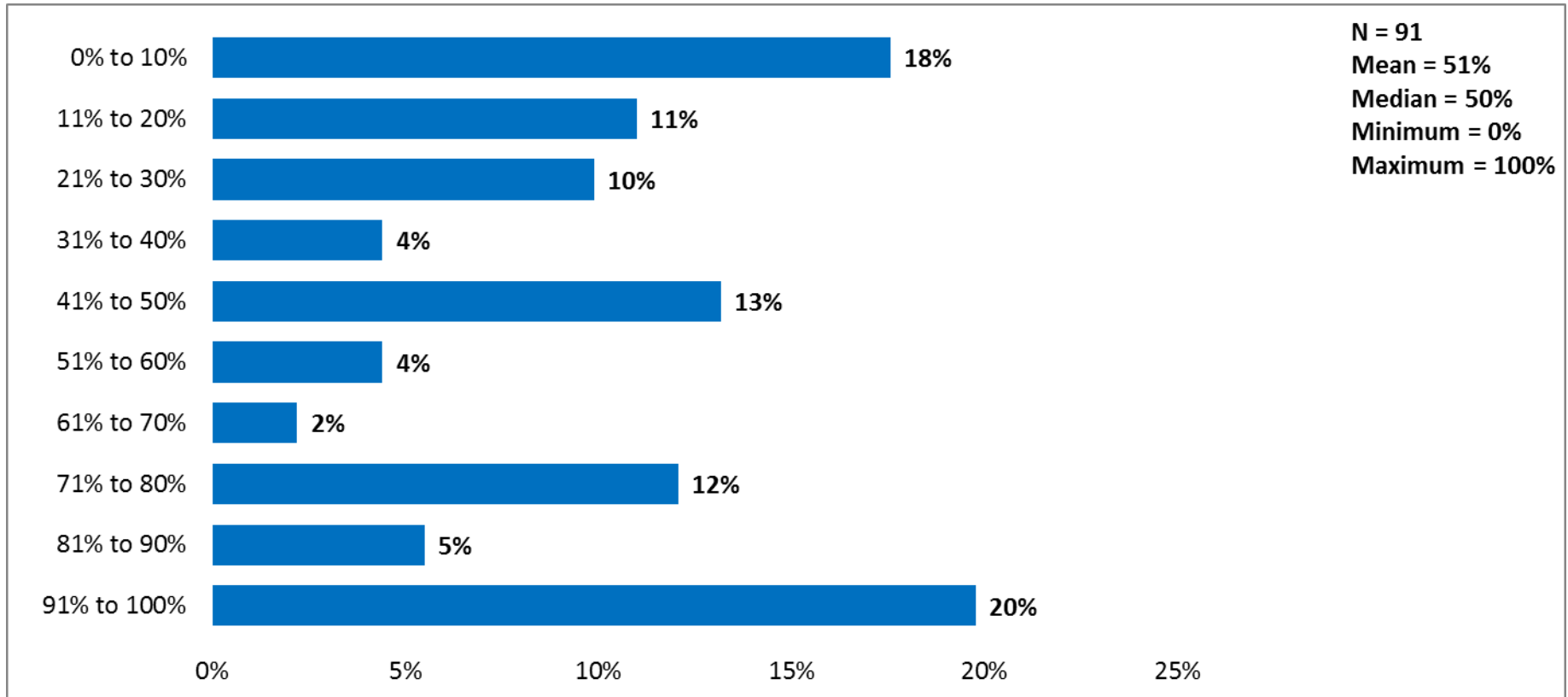
There was a good spread of the percentages of contracts that were cost-plus represented in the sample.



Q14. In 2018, what **percentages of contracts** by dollar amount fell into each of these categories?

# Fixed-cost Pricing

There was a good spread of the percentages of contracts that were fixed-cost represented in the sample.



Q14. In 2018, what **percentages of contracts** by dollar amount fell into each of these categories?

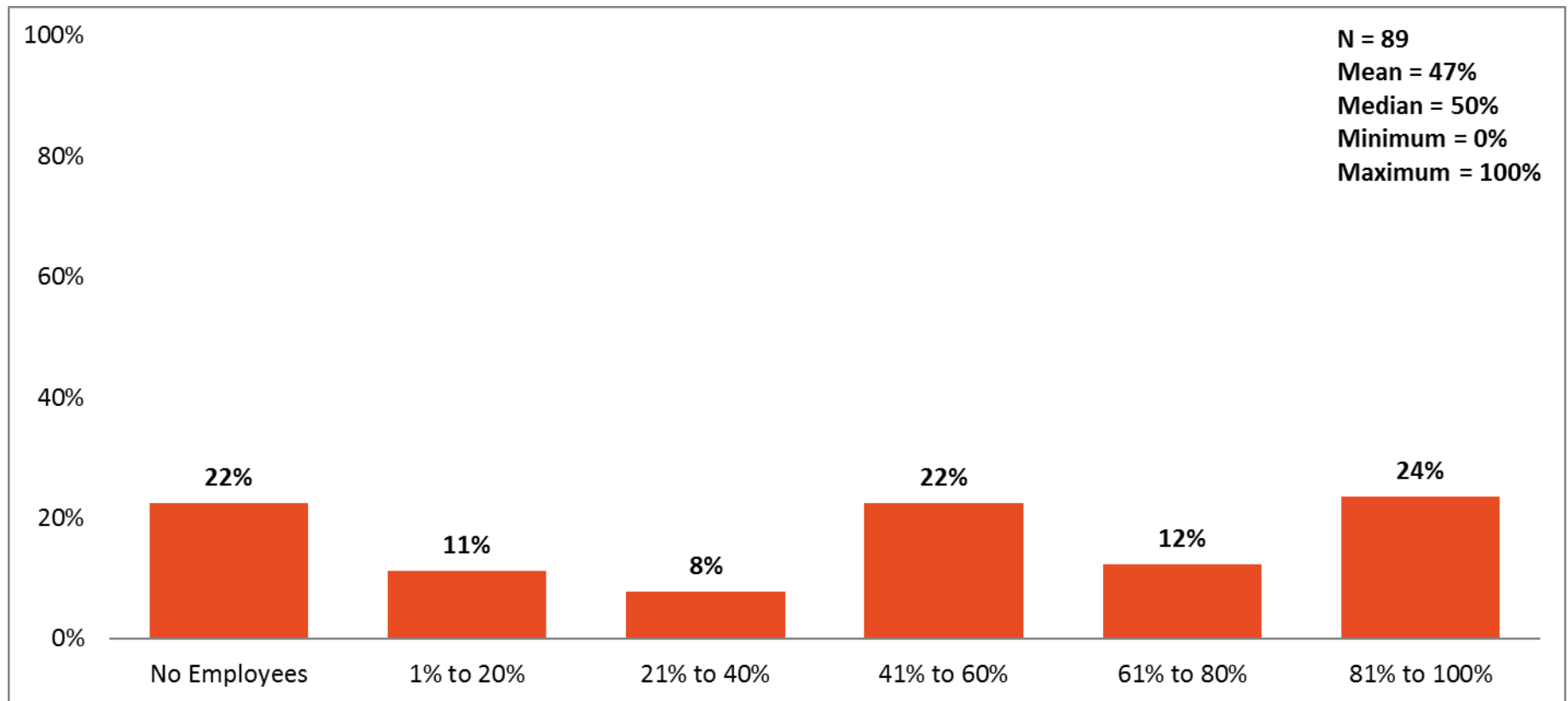
# Employees

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- ▼ Percentage of Employees
- ▼ Number of Hours Worked
- ▼ Number of Employees
- ▼ Level of Education

# Percentage of Employees Full-time Salaried

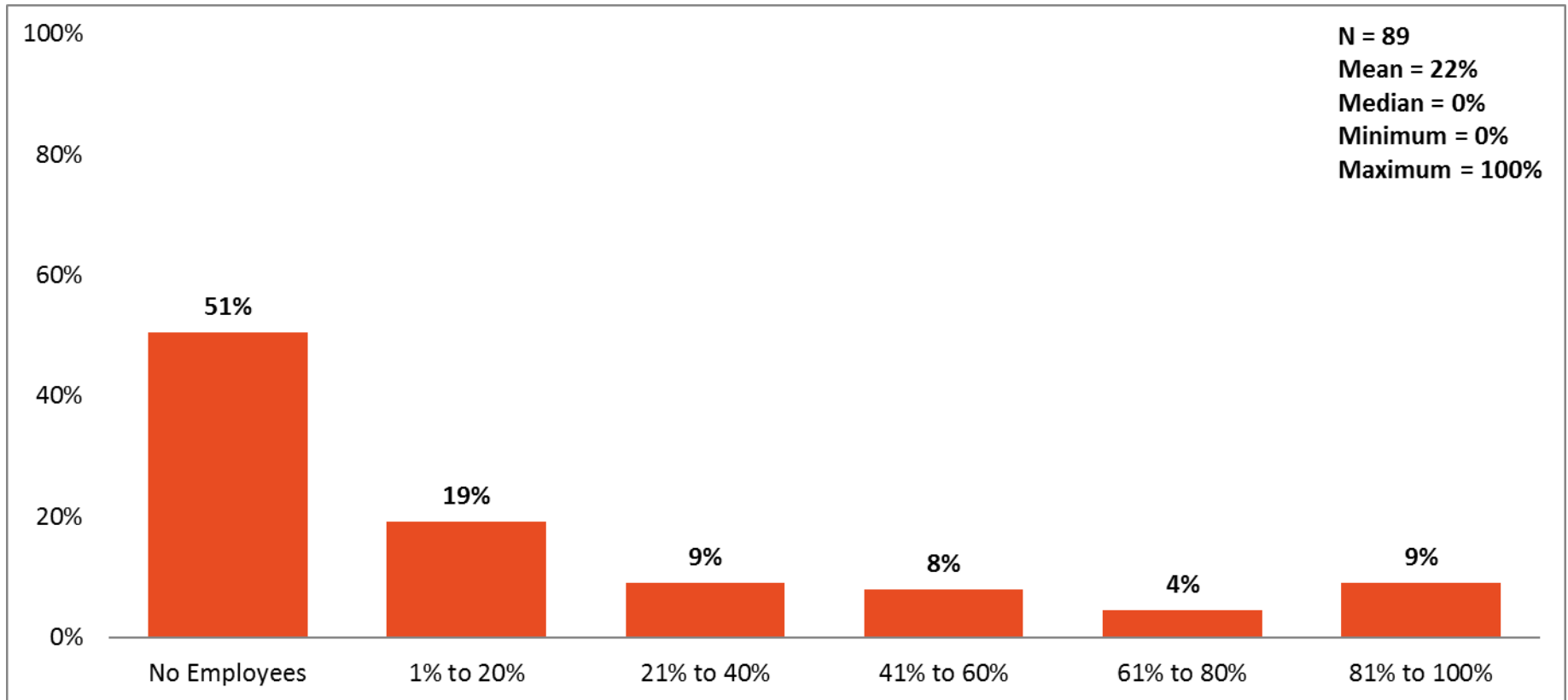
There was a wide spread of the percentages of regular employees who were permanent, full-time salaried employees.



Q17. On your payroll closest to September 30, 2018, what percentage of your employees were in each of these categories?

# Percentage of Employees Full-time Hourly

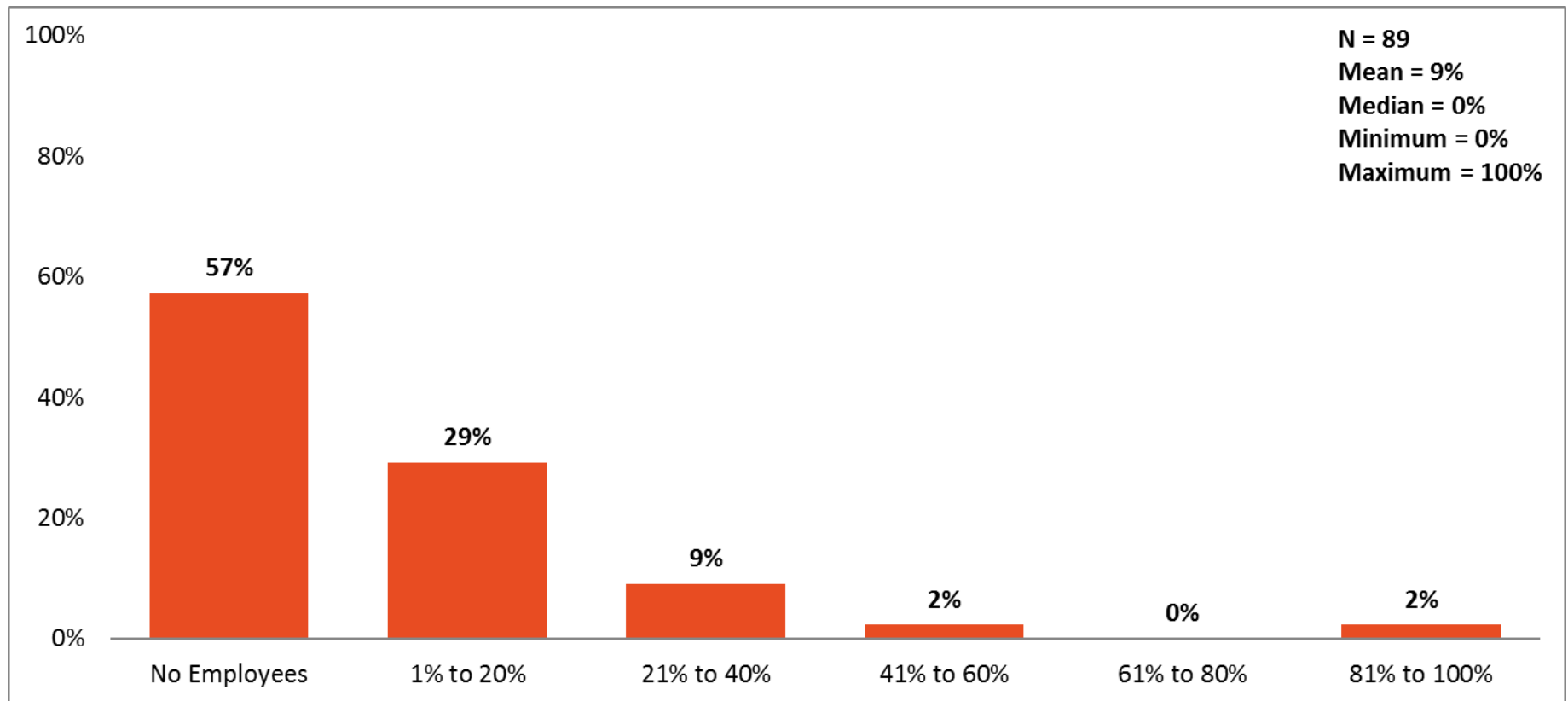
Most of the organizations had 20% or less employees that were permanent, full-time hourly employees.



Q17. On your payroll closest to September 30, 2018, what percentage of your employees were in each of these categories?

# Percentage of Employees Permanent Part-time

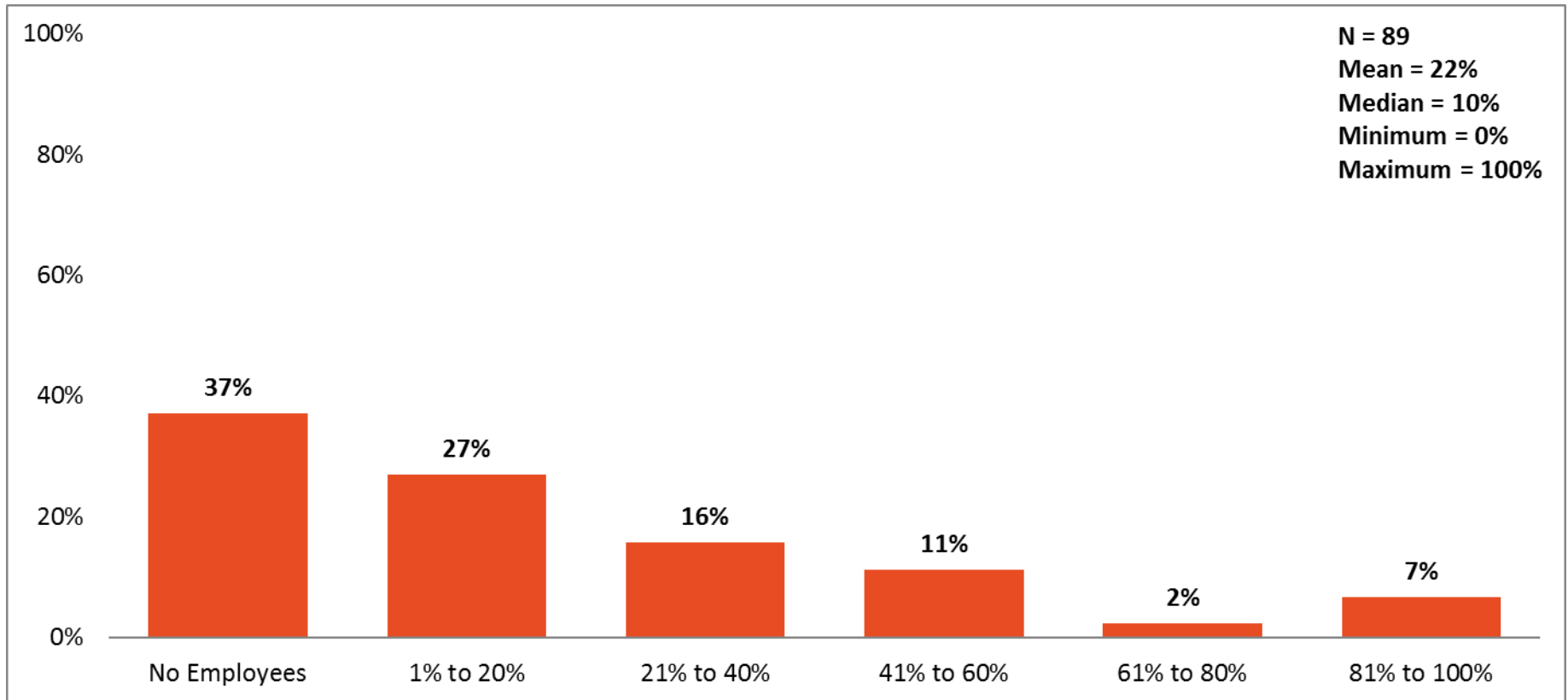
The majority of the organizations had 20% or less employees that were permanent, part-time employees.



Q17. On your payroll closest to September 30, 2018, what percentage of your employees were in each of these categories?

# Percentage of Employees Temporary

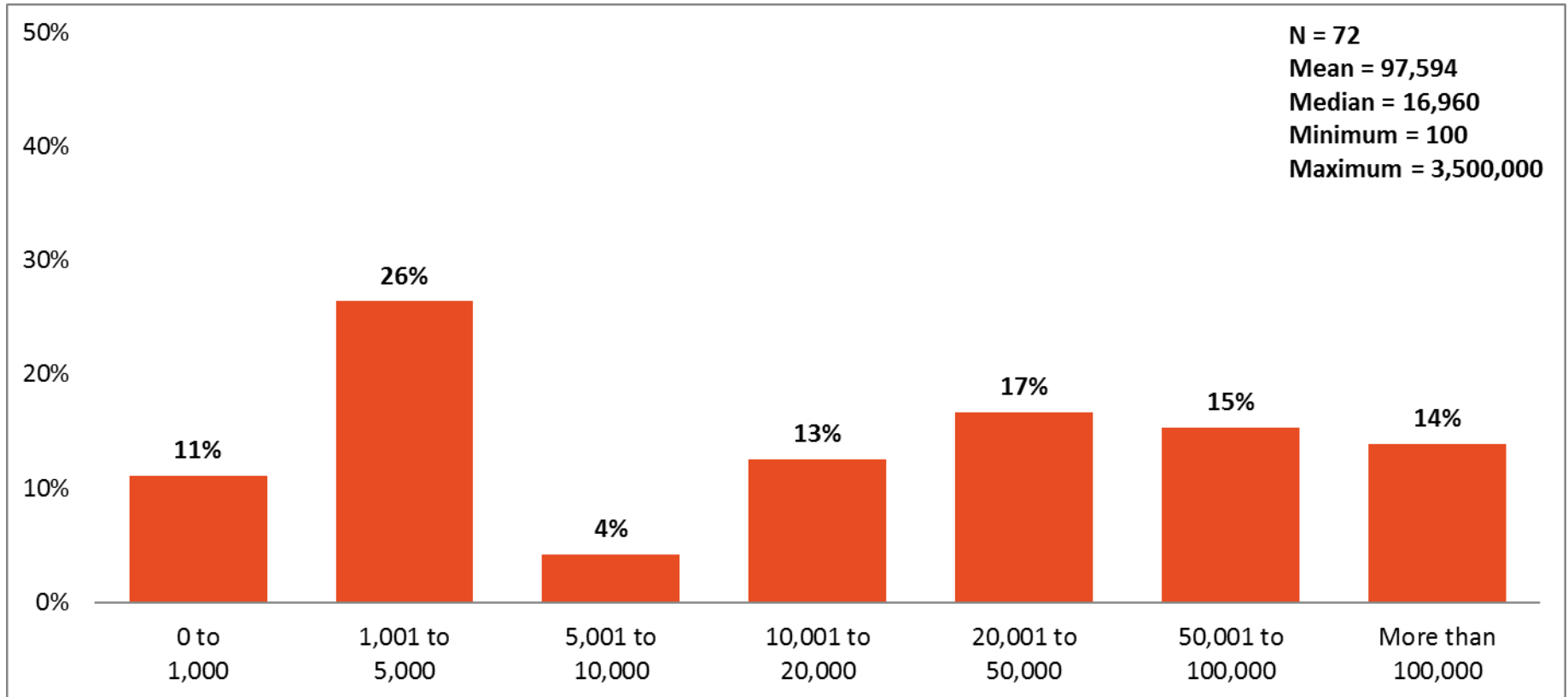
Most of the organizations had 20% or less employees that were temporary employees.



Q17. On your payroll closest to September 30, 2018, what percentage of your employees were in each of these categories?

# Number of Hours Worked

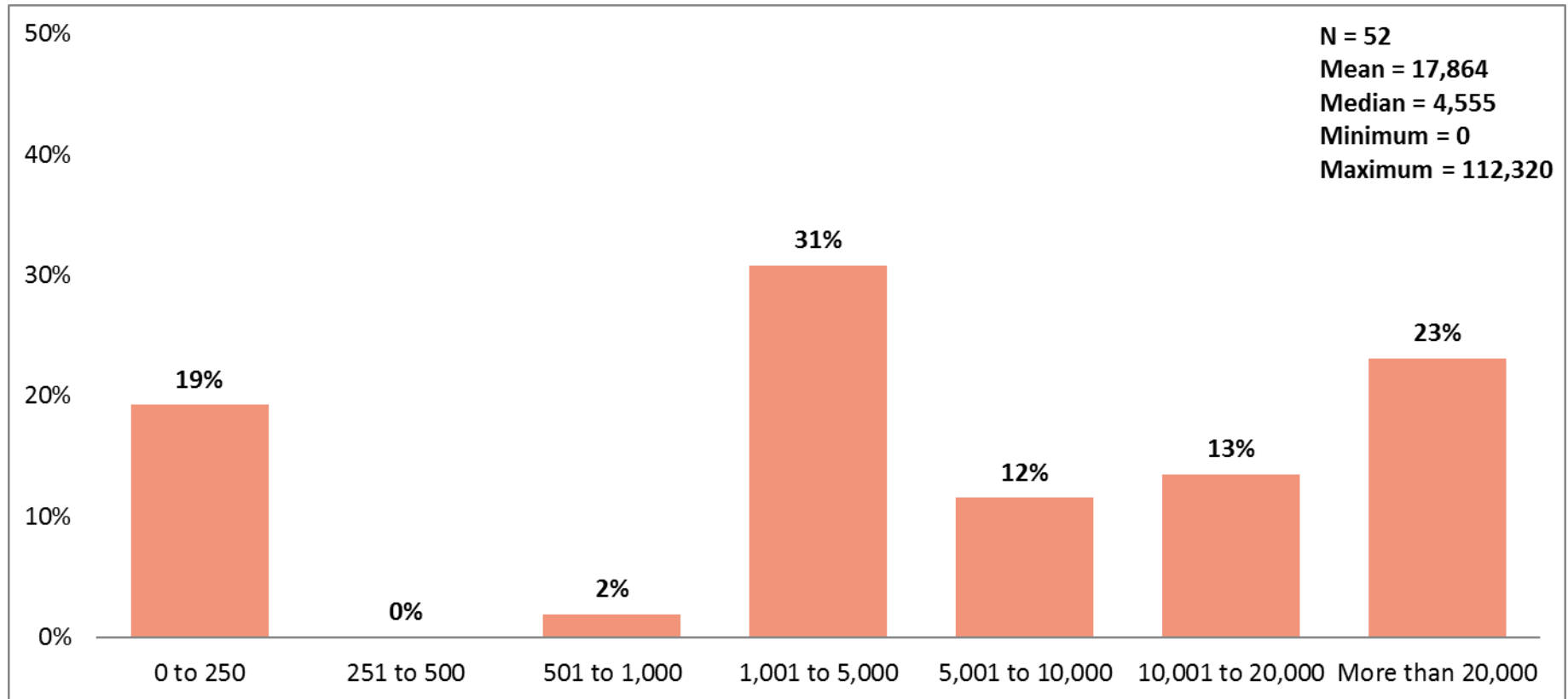
There was a good spread of total hours worked across the organization.



Q20. In 2018, **how many total hours** did all employees work (assume one full-time employee works 2,080 hours in a year)?

# Number of Hours Worked Full-time Salaried

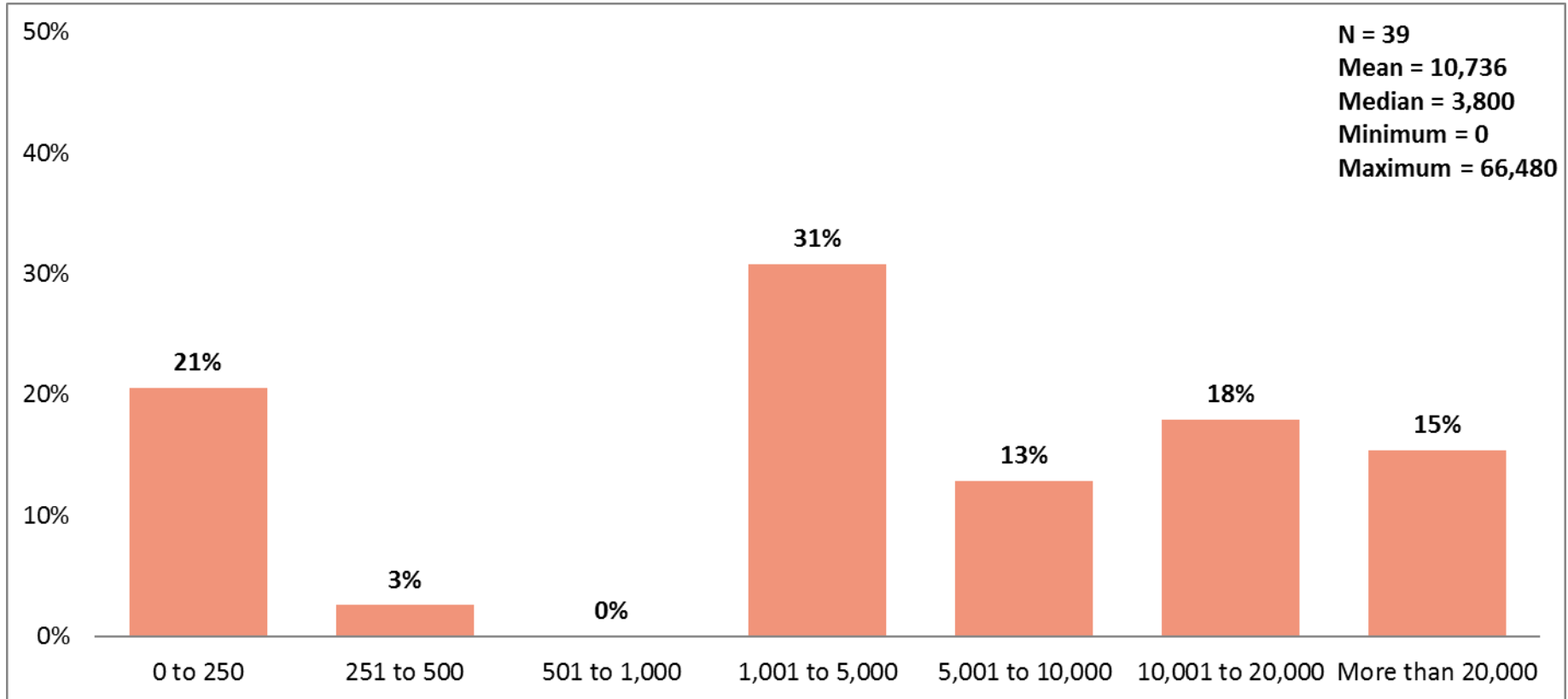
There was a good spread of hours worked by permanent, full-time salaried employees.



Q18. If the information is accessible, for all of 2018, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Full-time Hourly

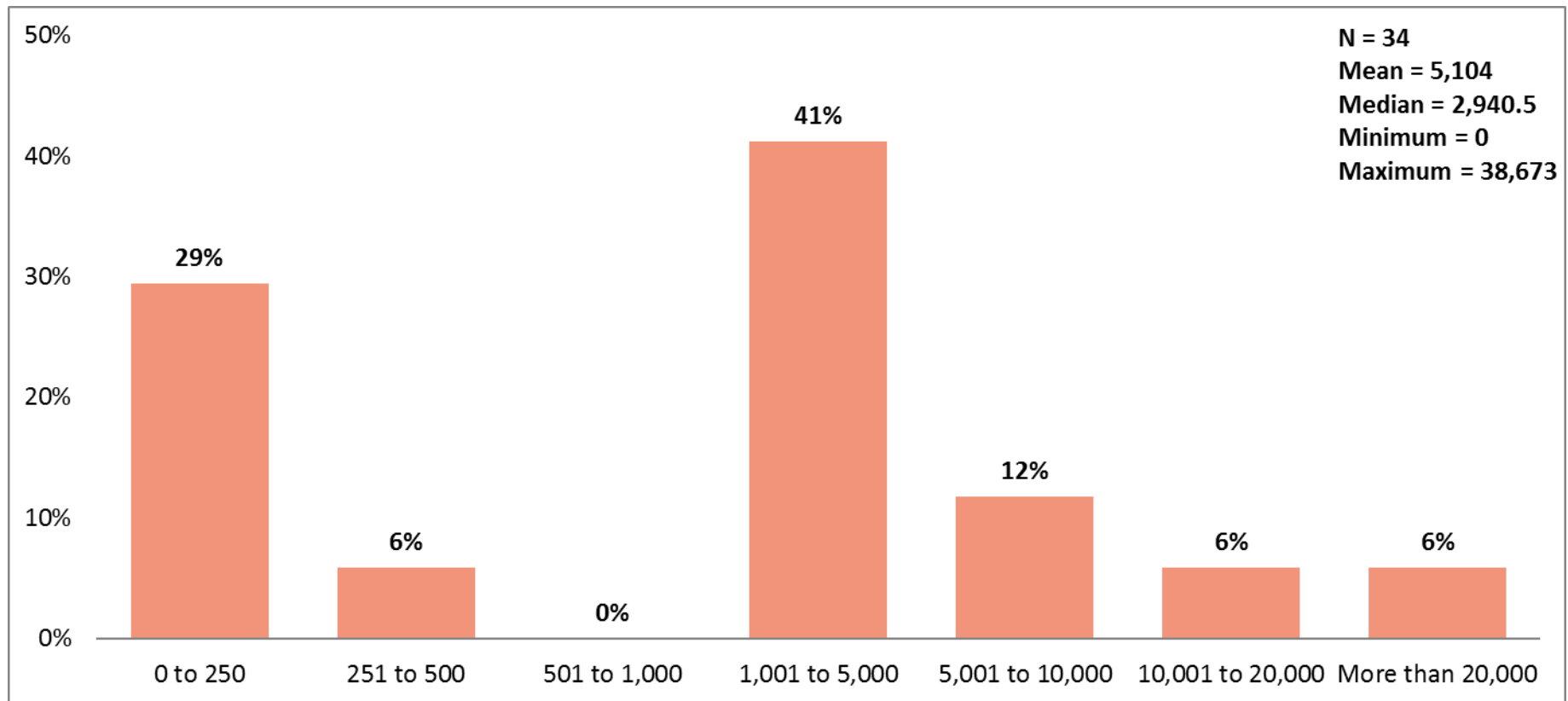
There was a good spread of hours worked by permanent, full-time hourly employees.



Q18. If the information is accessible, for all of 2018, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Permanent Part-time

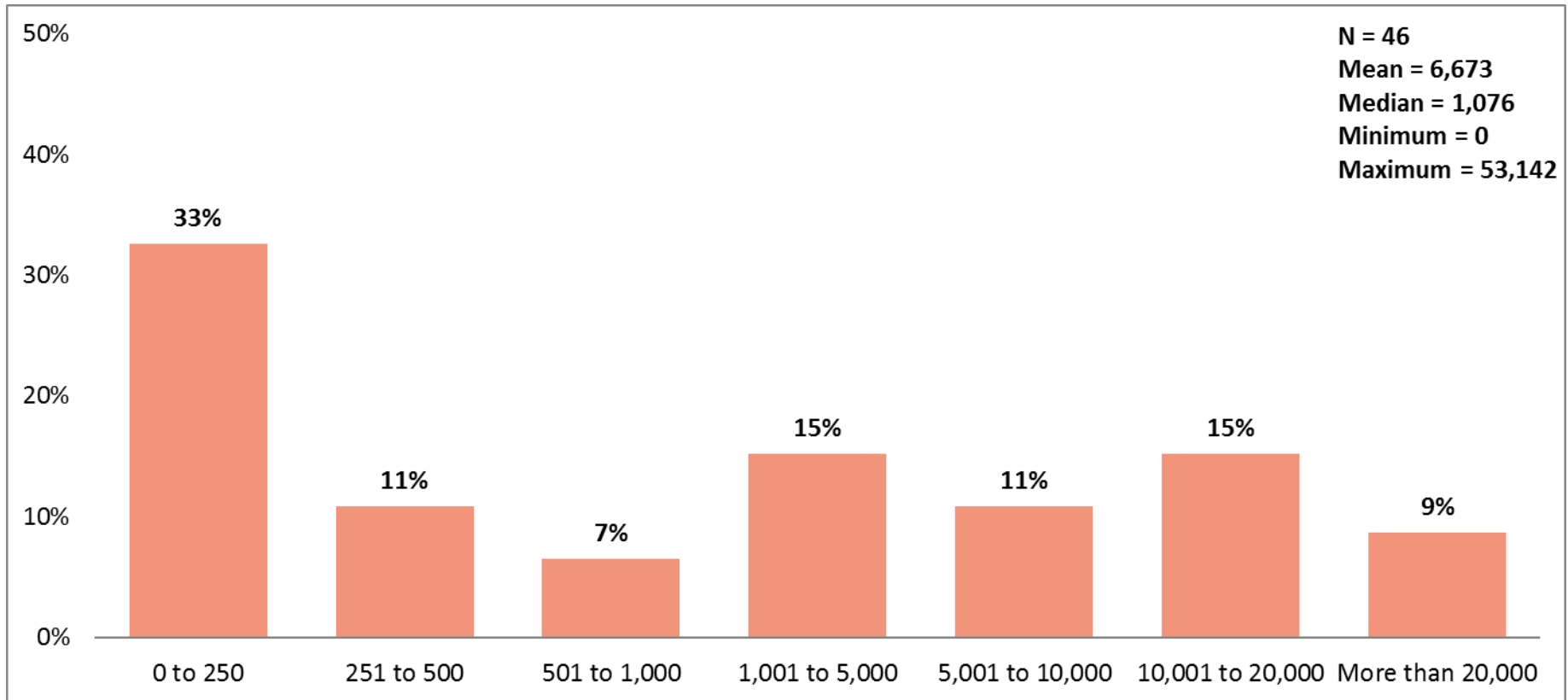
There was a good spread of hours worked by permanent, part-time employees, but the bulk (76%) ranged between 0 and 5,000 hours



Q18. If the information is accessible, for all of 2018, how many **total hours were worked** by employees in each category?

# Number of Hours Worked Temporary

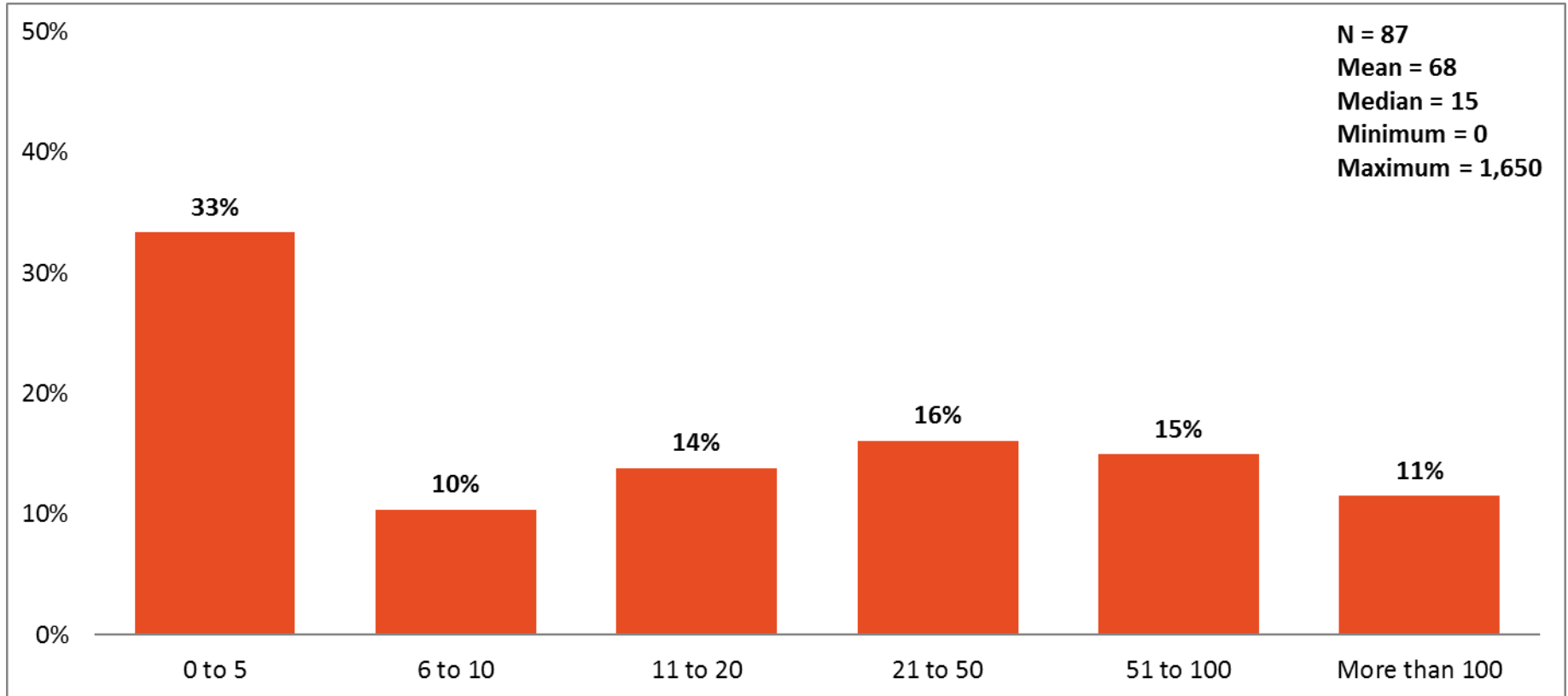
A third of organizations reported temporary employees working 250 hours or less. The other two-thirds had a good spread of hours worked by temporary employees.



Q18. If the information is accessible, for all of 2018, how many **total hours were worked** by employees in each category?

# Number of Employees

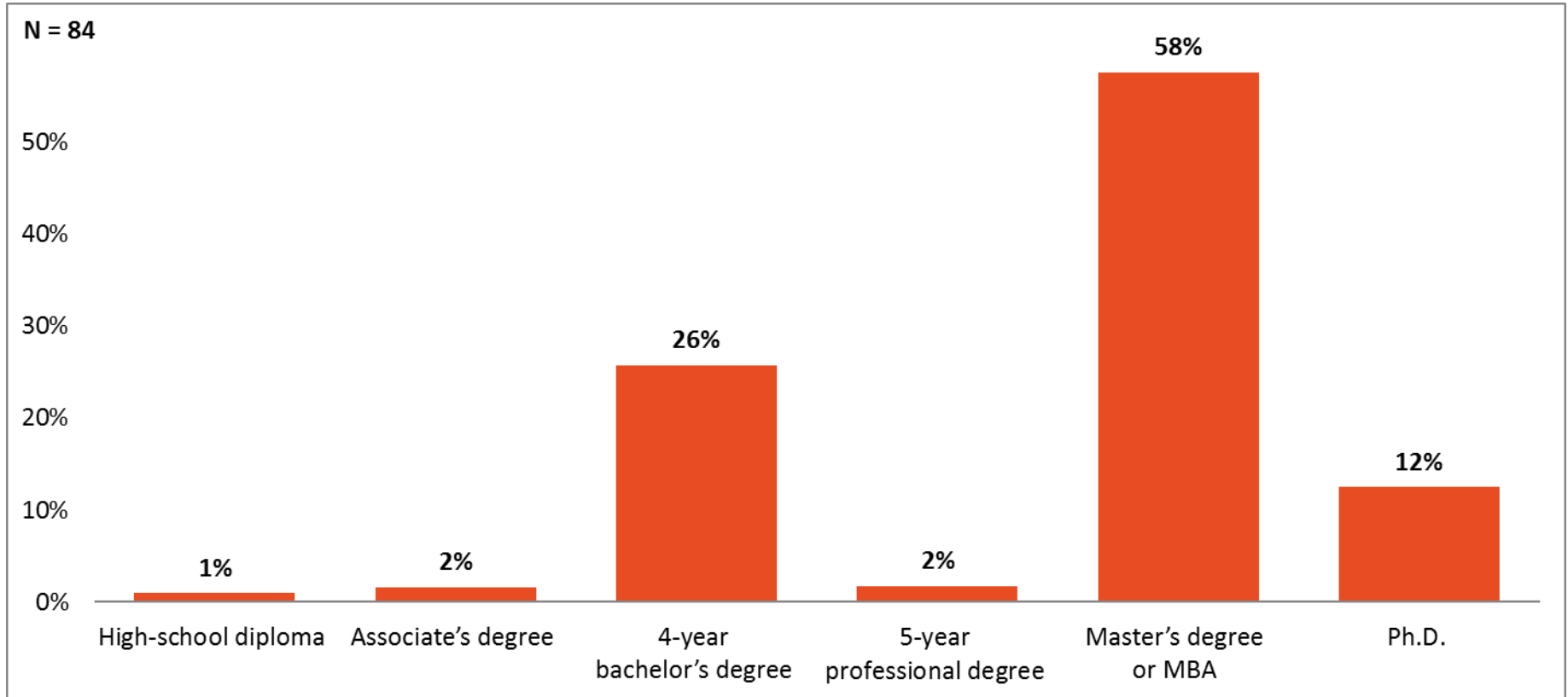
A third of the organizations had 5 or fewer employees on their payrolls. The other two-thirds of organizations were spread out between 6 and 100.



Q19. In 2018, **how many individual employees** whether they worked for an hour or 2,080 hours did your organization have on payroll?

# Level of Education

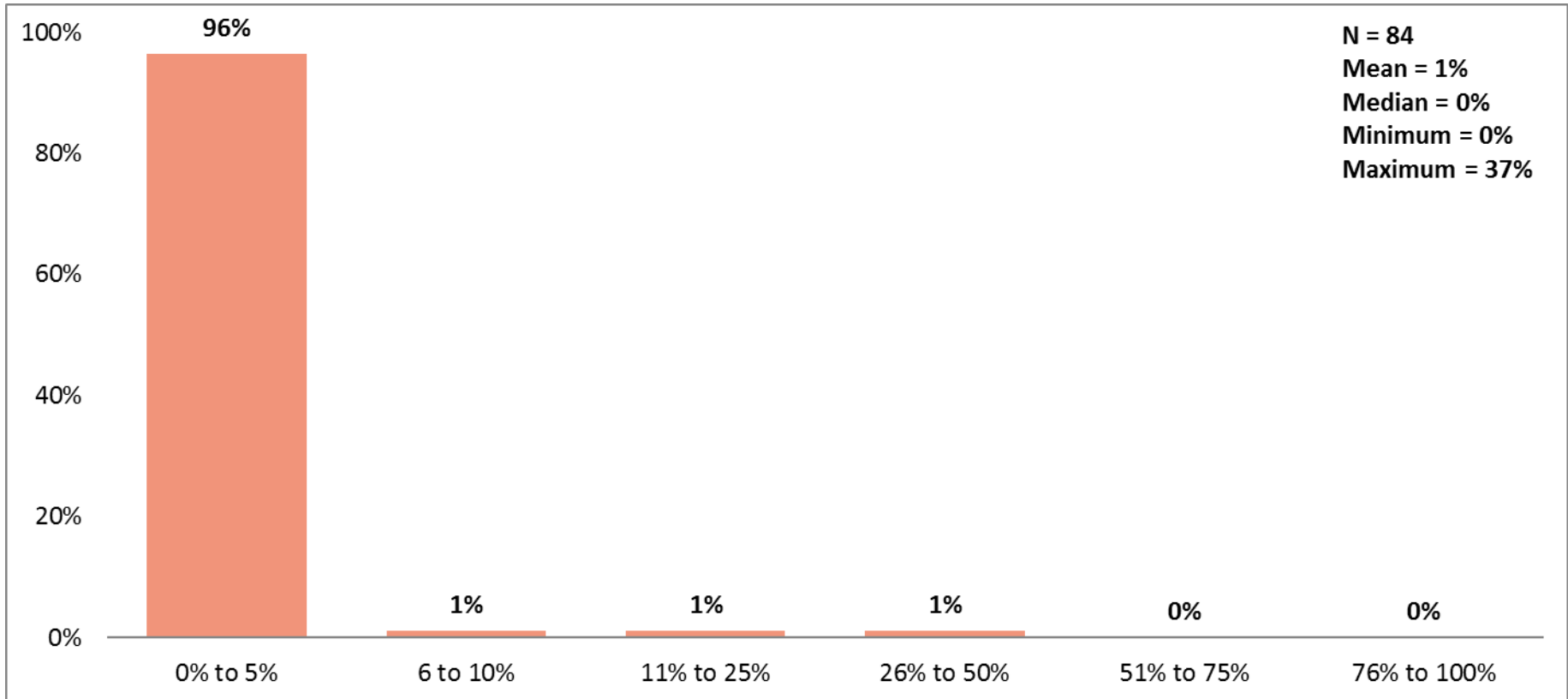
Over half (58%) of the organizations had professional and management staff who had earned a master's or MBA as their highest degree.



Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff? Estimate the percentage of employees in your firm who fall into each category, based on their highest education level. The percentages should total 100%.

# Level of Education High School

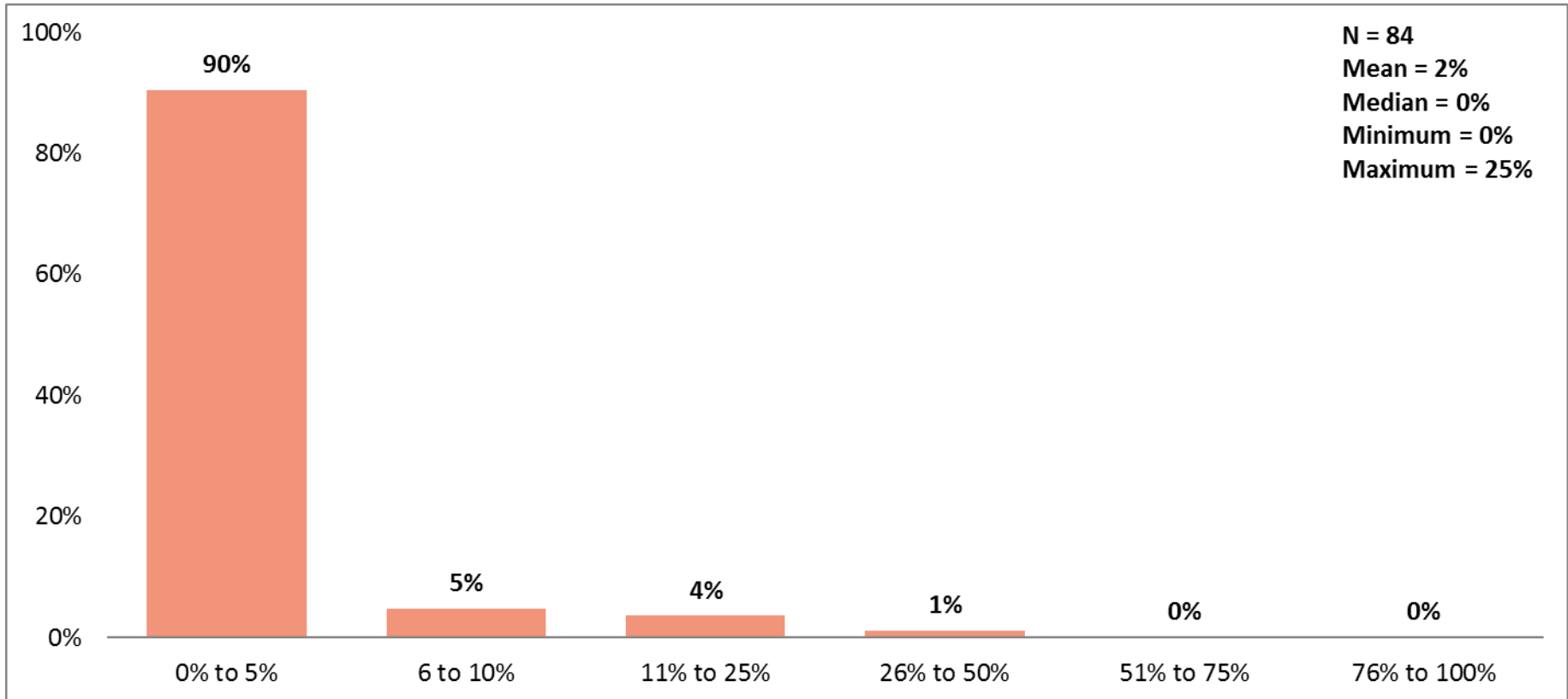
The majority of the organizations (87%) had no professional or management staff (0%) who had earned a high-school diploma as their highest degree.



Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education Associate's Degree

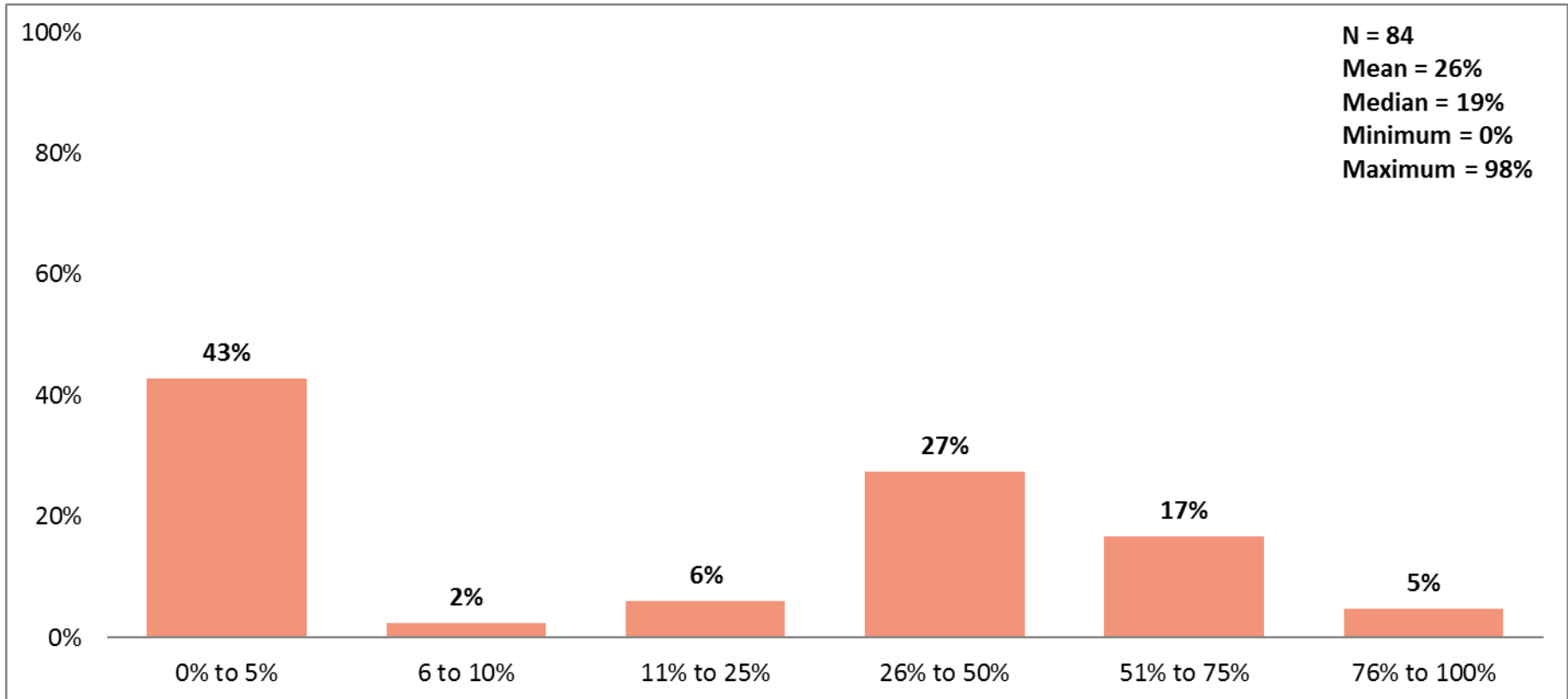
The majority of the organizations (80%) had no professional or management staff (0%) who had earned an associate's degree as their highest degree.



Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education Bachelor's Degree

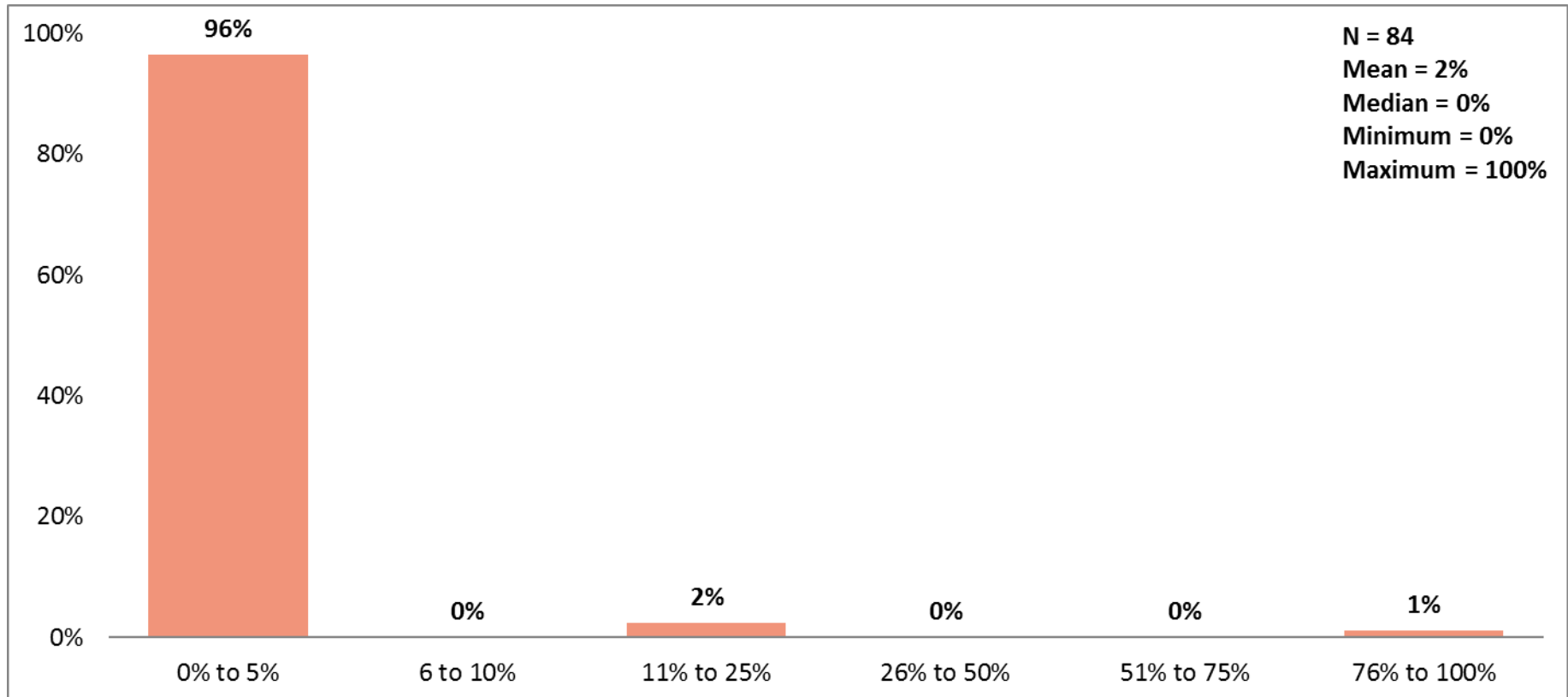
Over half (58%) of the organizations had some professional or management staff (1% to 100%) who had earned a 4-year bachelor's degree as their highest degree.



Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – 5-year Professional Degree

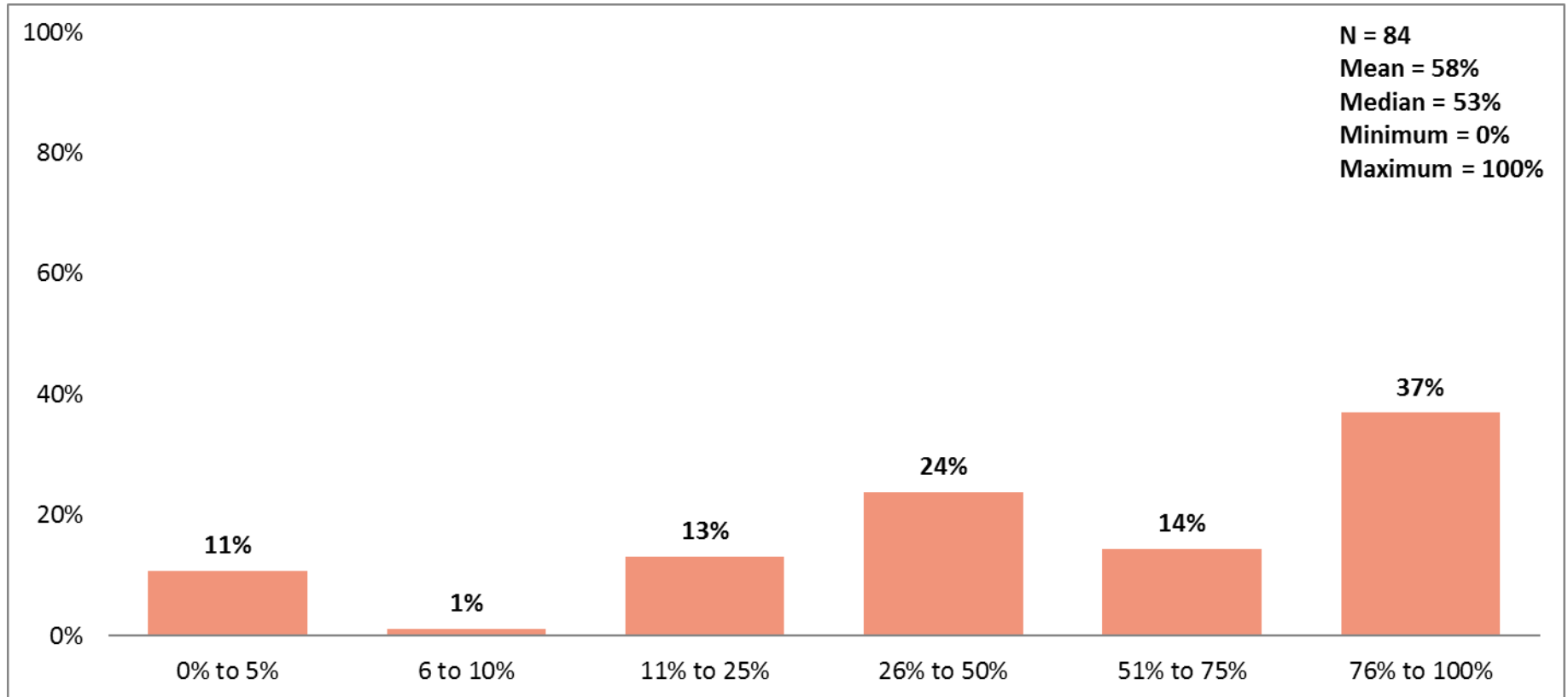
The vast majority of organizations (95%) had no professional or management staff (0%) who had earned a 5-year professional degree as their highest degree.



Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – Master’s Degree or MBA

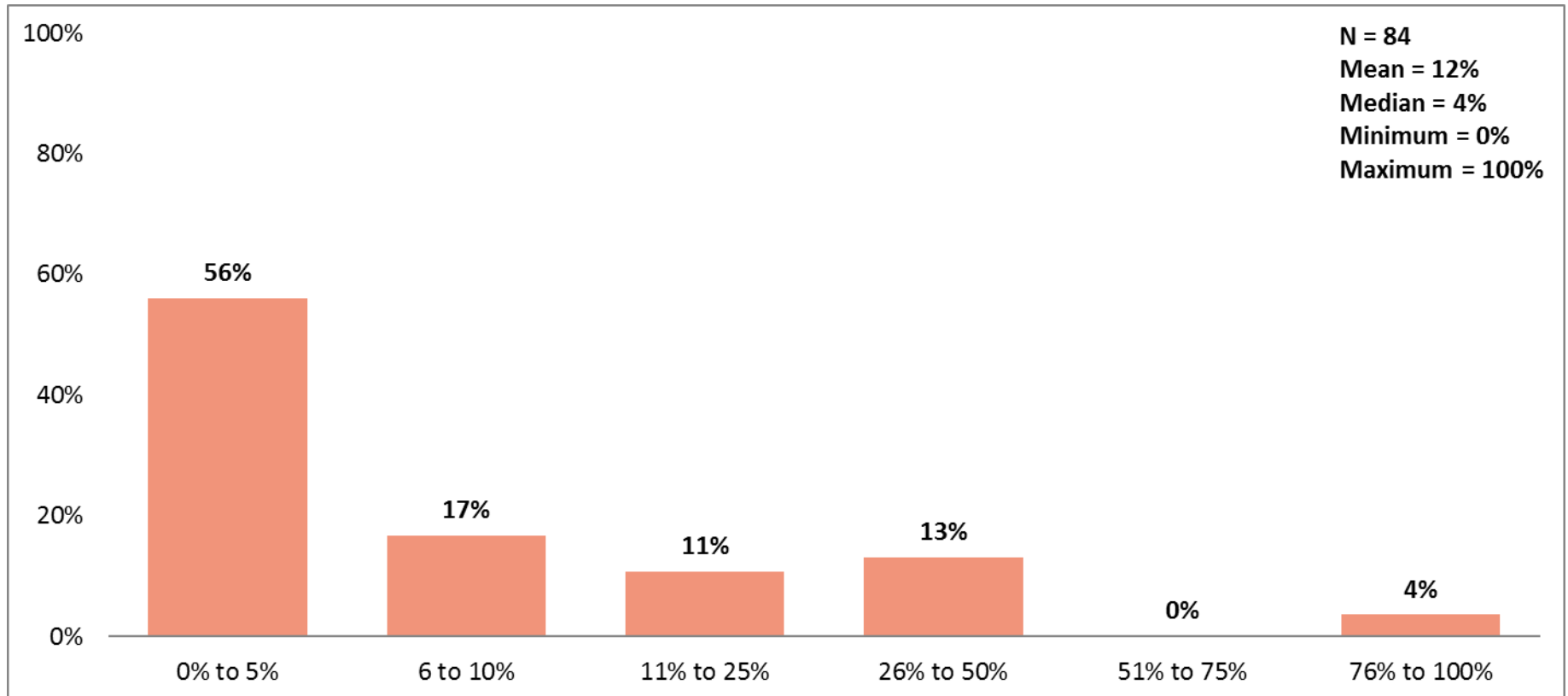
The vast majority of organizations (90%) had some professional or management staff (1% to 100%) who had a Master’s degree or MBA as their highest level of education.



Q21. What is the **highest educational level** attained by your organization’s 2018 professional and management staff?  
*Estimate the percentage of employees in your firm who fall into each category, based on their highest education level.  
The percentages should total 100%.*

# Level of Education – Ph.D.

Most organizations (62%) had some professional or management staff (1% to 100%) who had earned a Ph.D. as their highest degree.



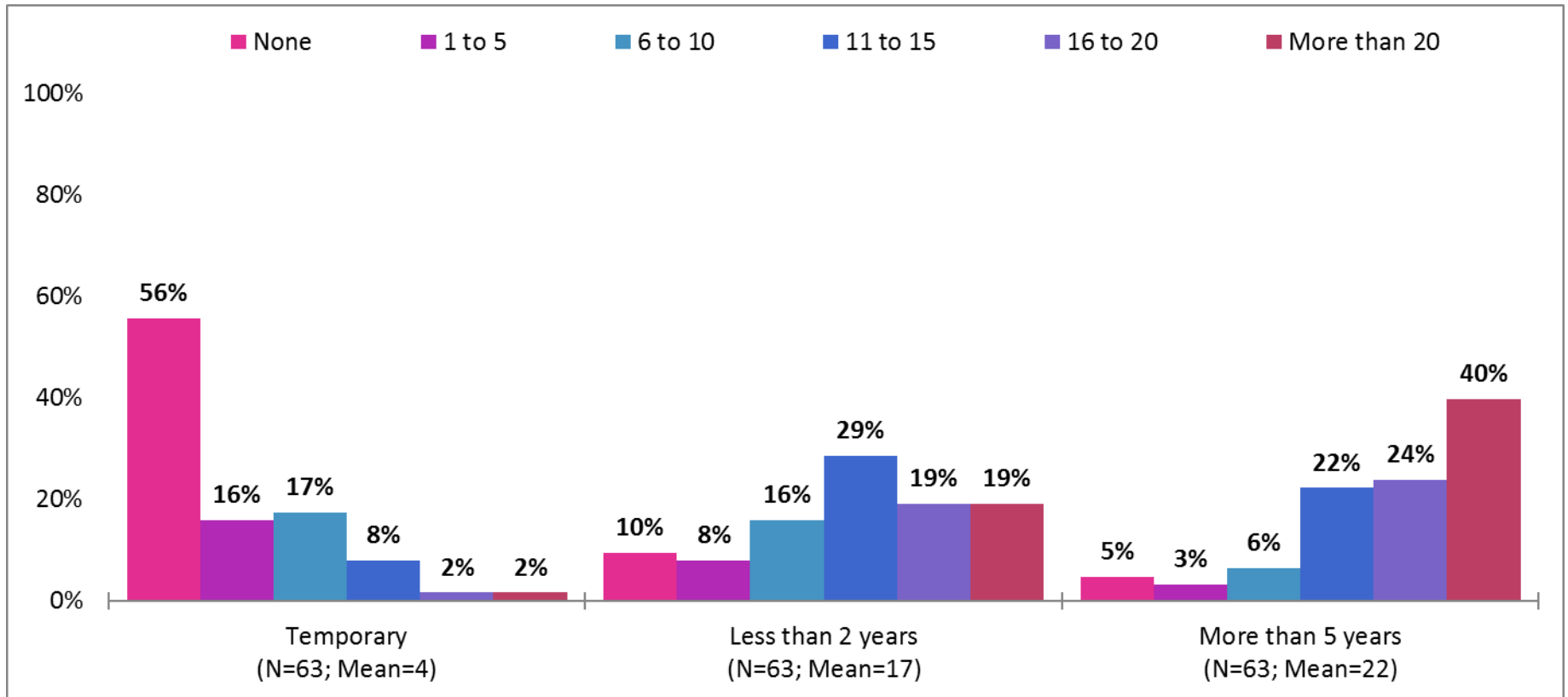
Q21. What is the **highest educational level** attained by your organization's 2018 professional and management staff? Estimate the percentage of employees in your firm who fall into each category, based on their highest education level. The percentages should total 100%.

# Benefits

- ▼ Vacation Days
- ▼ Personal Days
- ▼ Holidays
- ▼ Sick Days
- ▼ Other Days
- ▼ Consolidated Leave
- ▼ Paid Parental Leave
- ▼ Paid Parental Leave Variance by State
- ▼ Health Insurance Coverage
- ▼ Health Care Supplement
- ▼ Amount of Supplement
- ▼ Health Insurance Premiums
- ▼ Life Insurance Premiums
- ▼ Disability Insurance Premiums
- ▼ Retirement Plans
- ▼ Workers' Compensation Coverage
- ▼ Professional Development

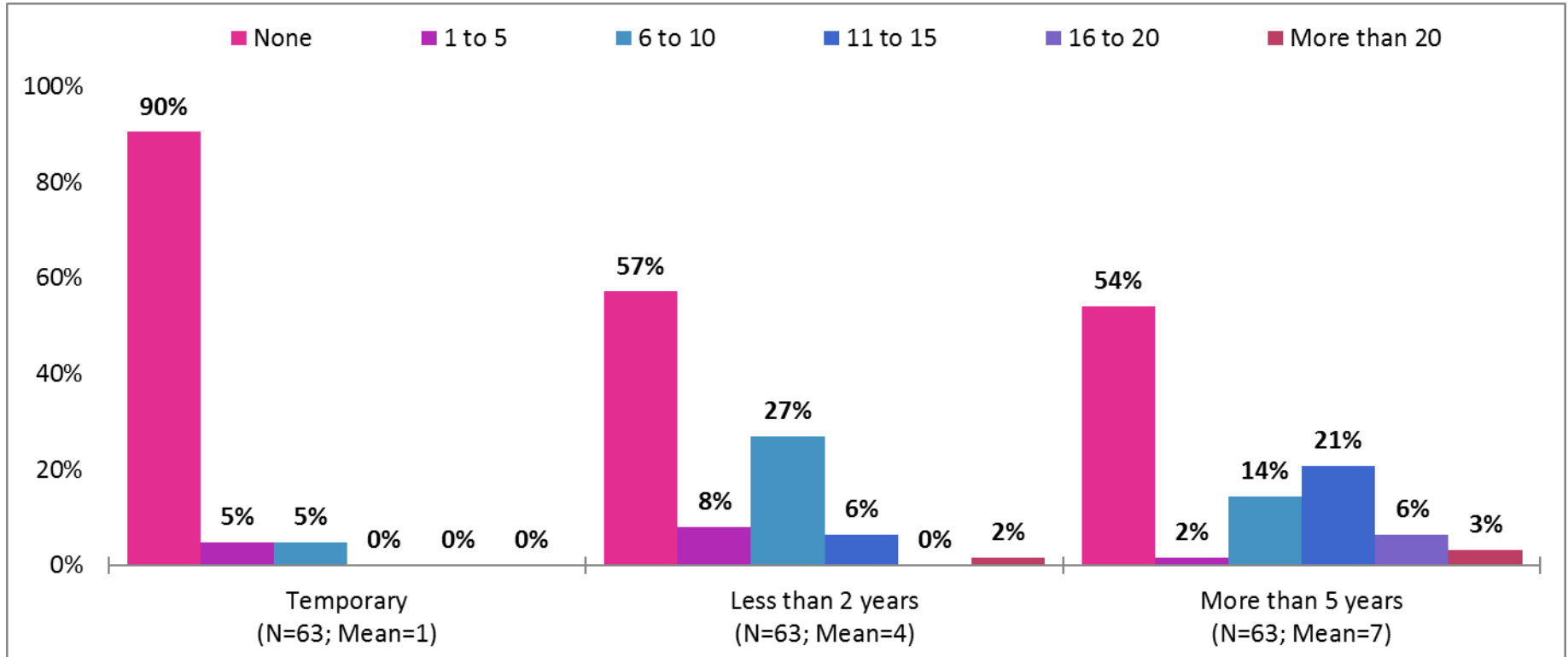
# Total Time Off

These values are the result of adding vacation days, personal days, sick days, consolidated days, and other days for organizations with more than one employee. Holidays and paid parental leave were not included.



# Vacation Days

Most organizations with more than one employee did not give temporary employees any paid vacation days, and more than half did not give any to full-time employees.



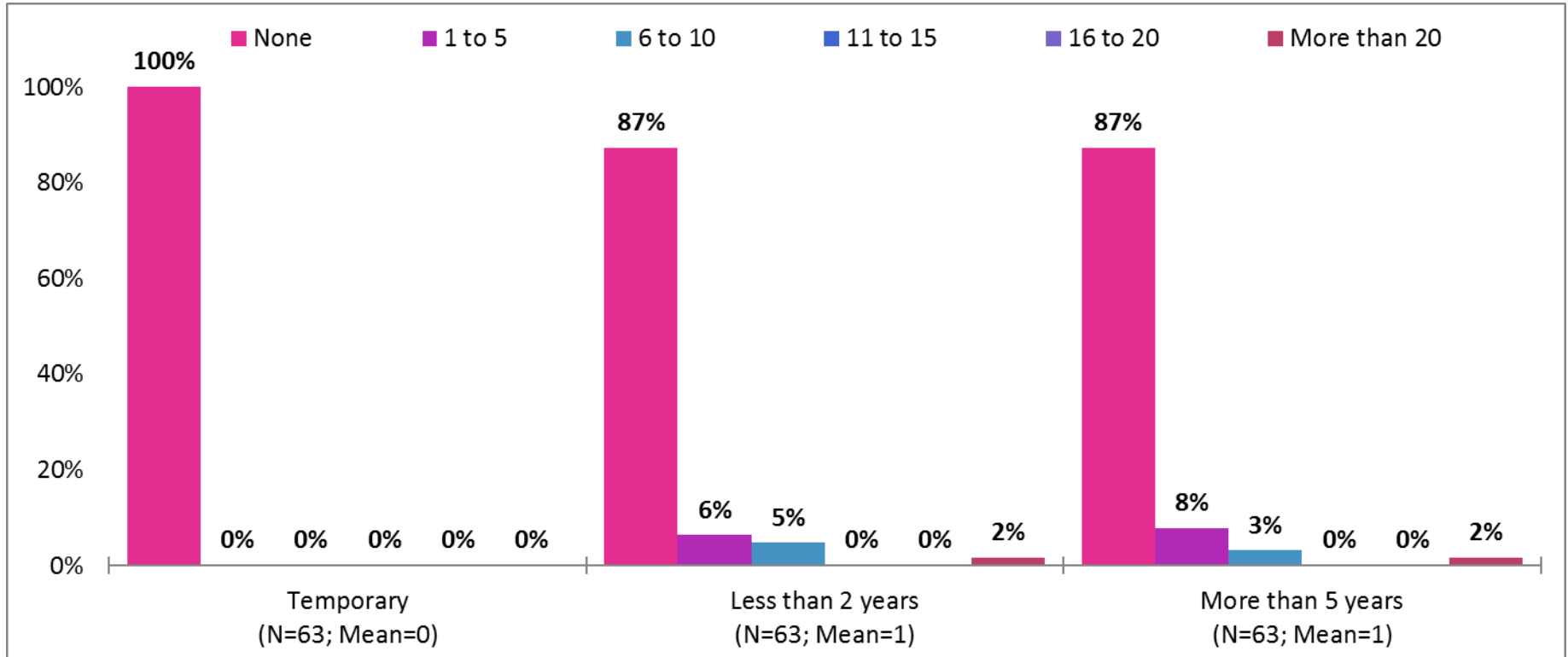
Q25. How many **days of paid time off** per year does your organization provide for temporary employees who work 40 hours per week while they are employed? *For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.*

Q22. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q23. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Personal Days

Most organizations with more than one employee did not offer paid personal days to full-time employees, and no organization gave them to temporary employees.



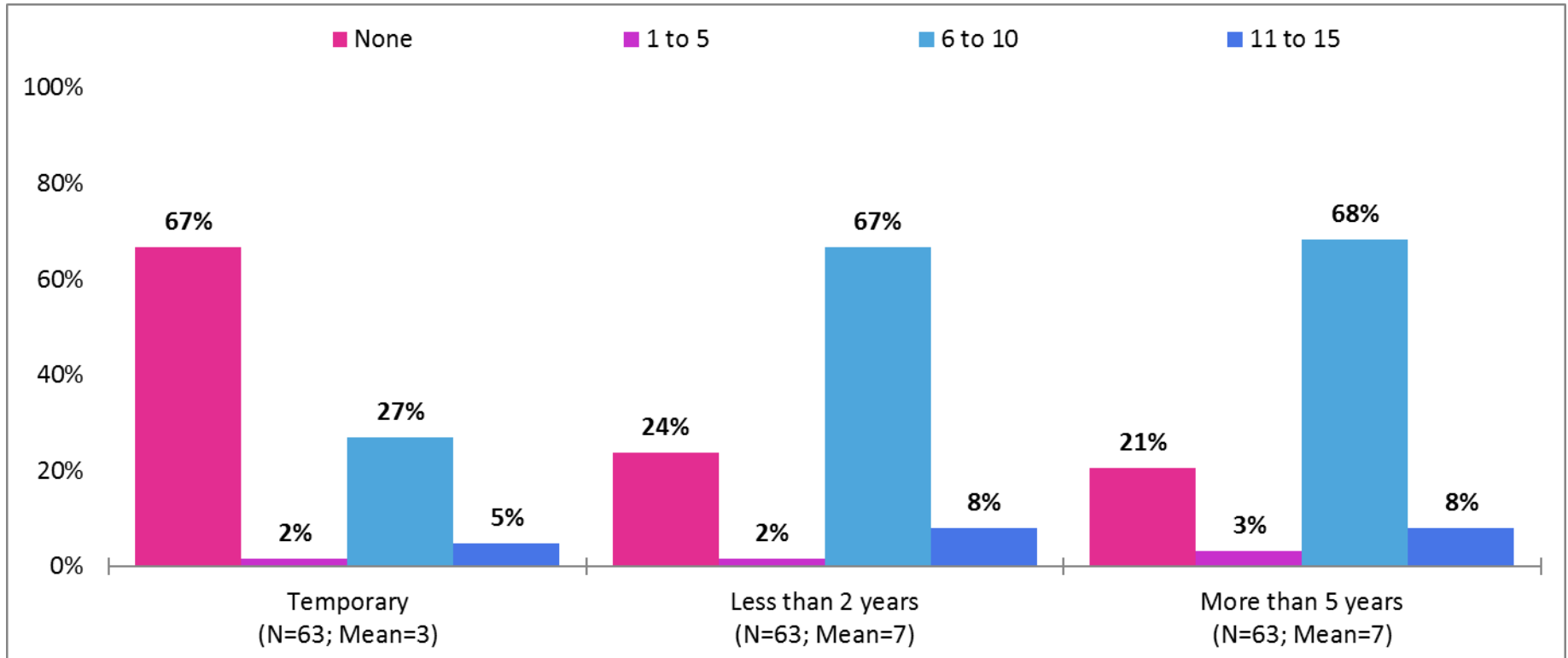
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# Holidays

For organizations with more than one employee, most temporary employees were not paid for holidays and most full-time employees had between 6 and 10 paid holidays.



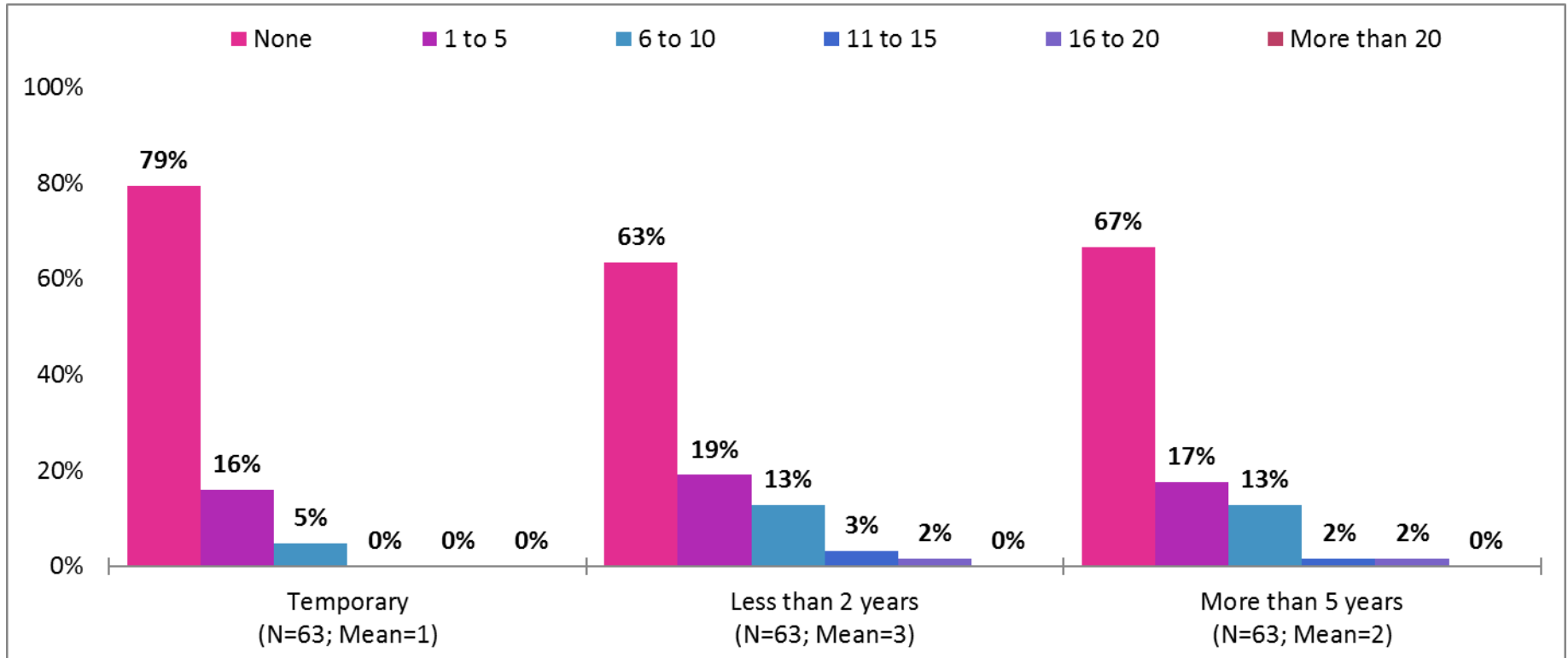
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Q23. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Sick Days

Most organizations with more than one employee did not offer paid sick days to temporary employees, and fewer than half of organizations offered them to full-time employees.



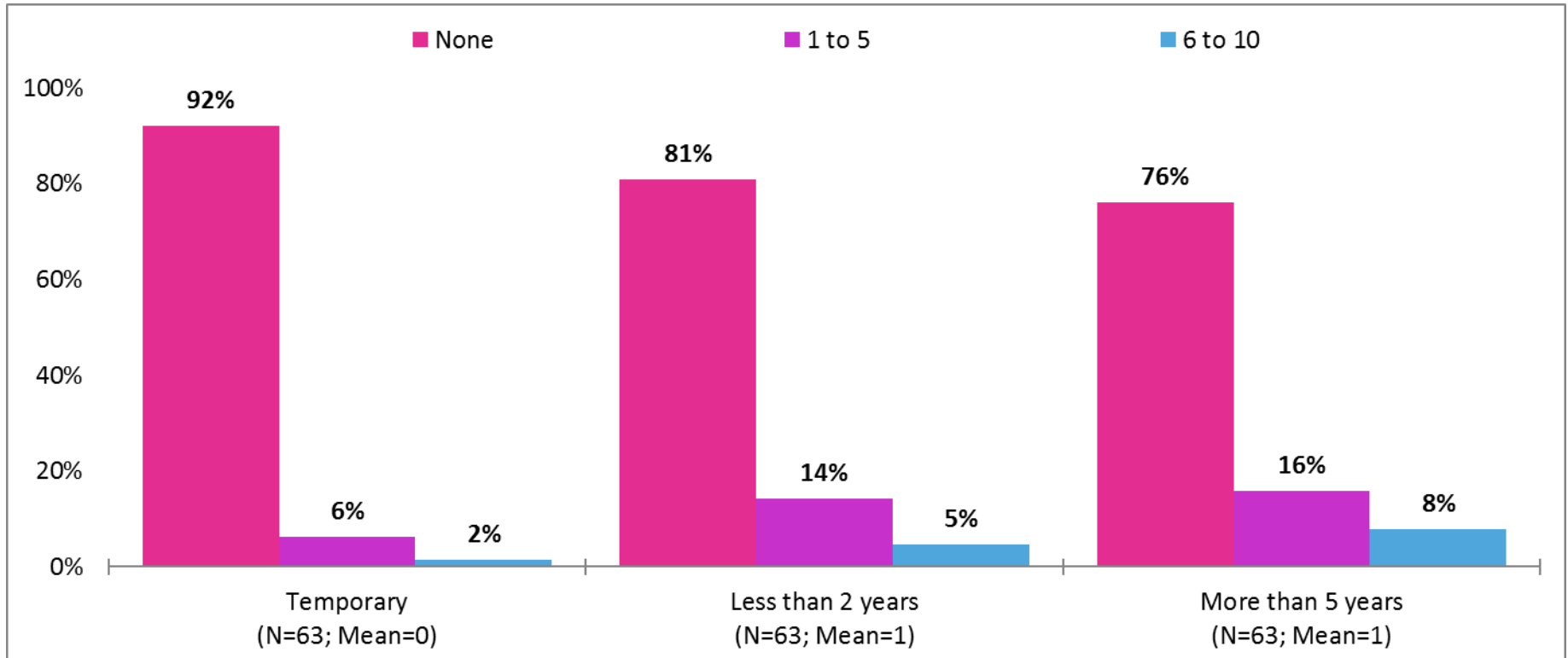
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Q22. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has less than two years with the organization?

Q23. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Other Days

Most organizations with more than one employee did not give any other paid time off to employees, but it was more likely with full-time employees.



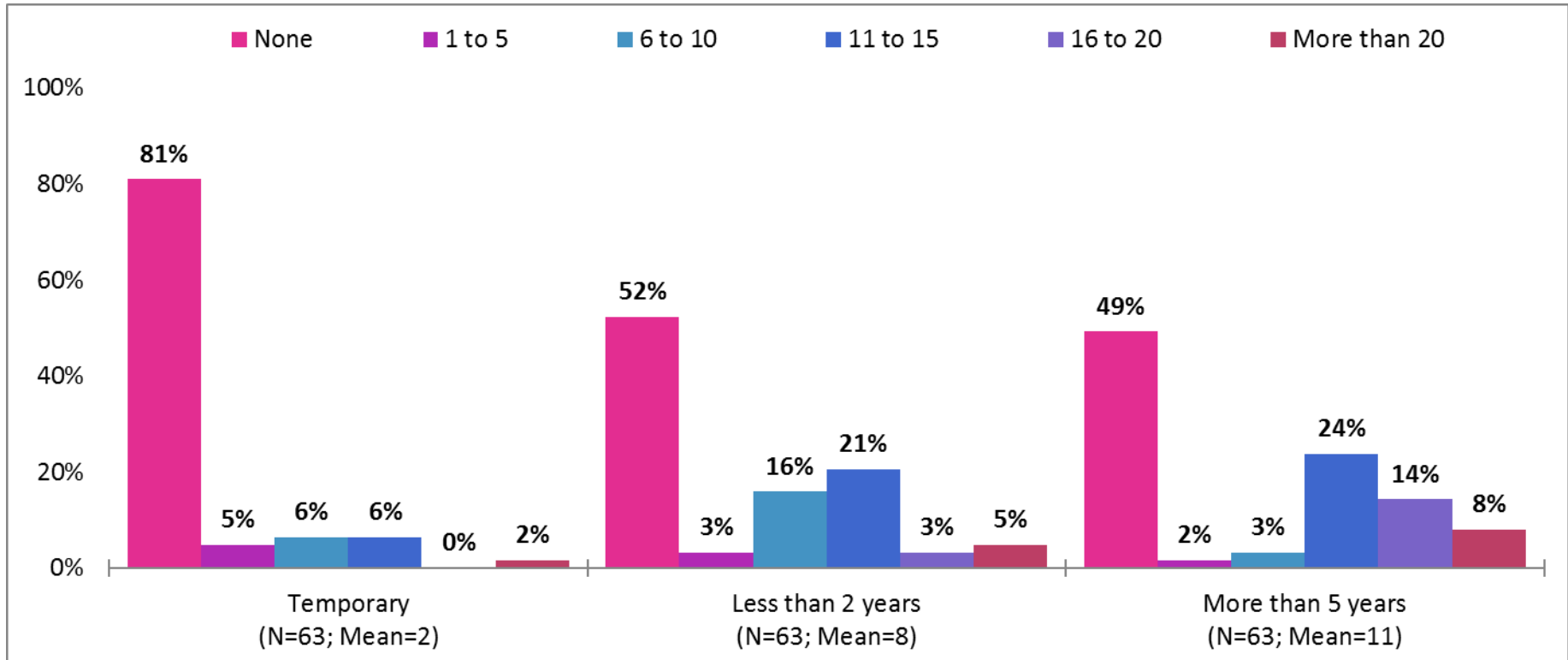
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Q23. How many **days of paid time off** per year does your organization provide for a full-time, permanent employee who has five years with the organization?

# Consolidated Leave

Most organizations with more than one employee did not use consolidated leave with temporary workers, but they were more likely to with full-time employees.



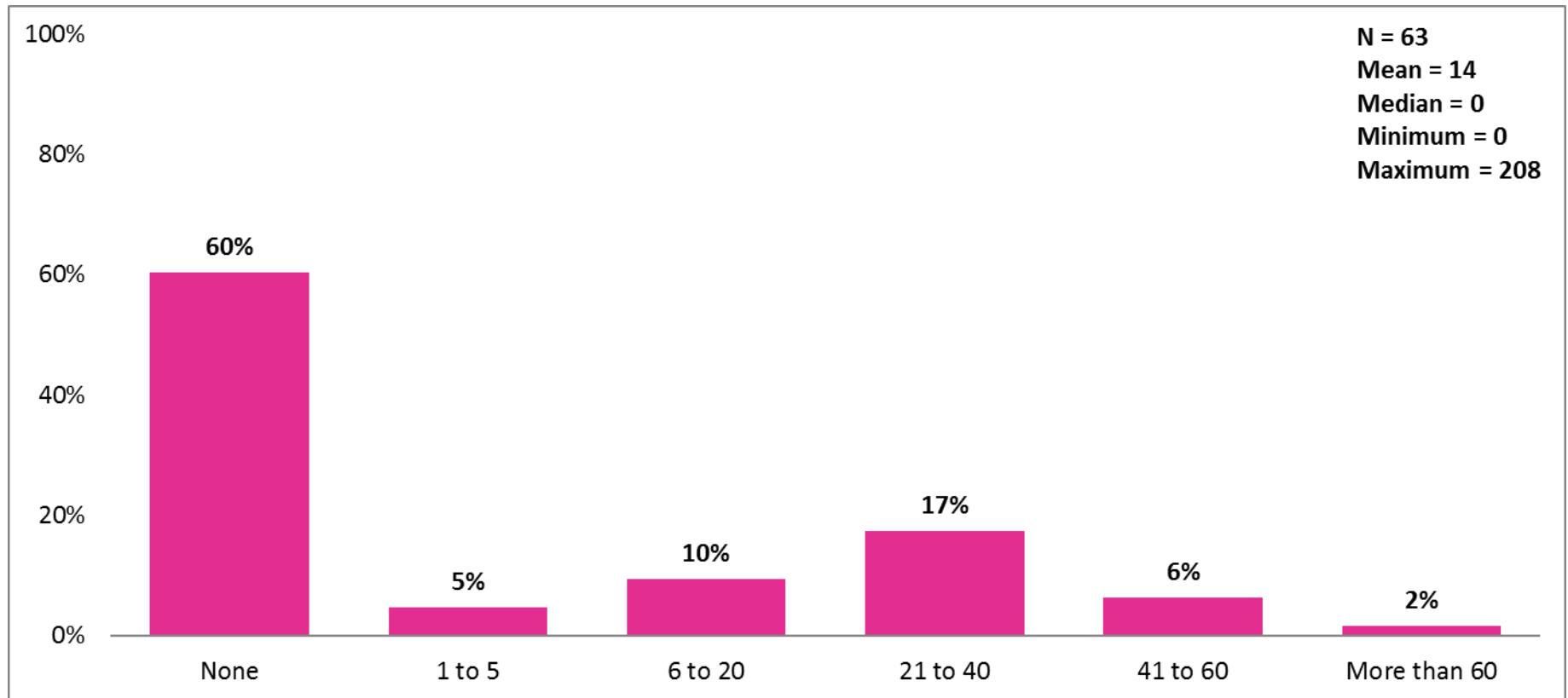
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# Paid Parental Leave

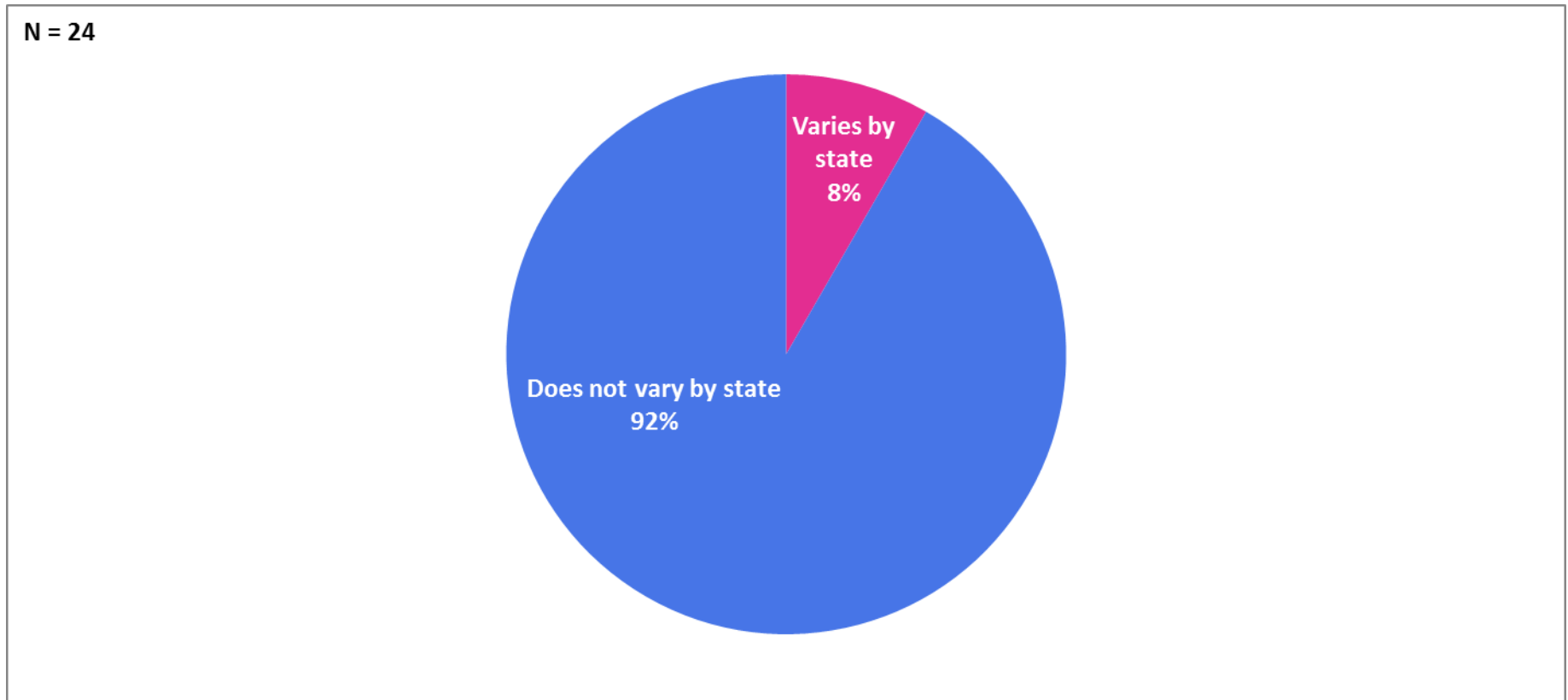
Fewer than half of organizations with more than one employee offered any paid parental leave to full-time employees. There was a large range among those that did.



Q24. What is the maximum number of days of **paid parental leave** your organization provides for a full-time, permanent employee?

# Paid Parental Leave Variance by State

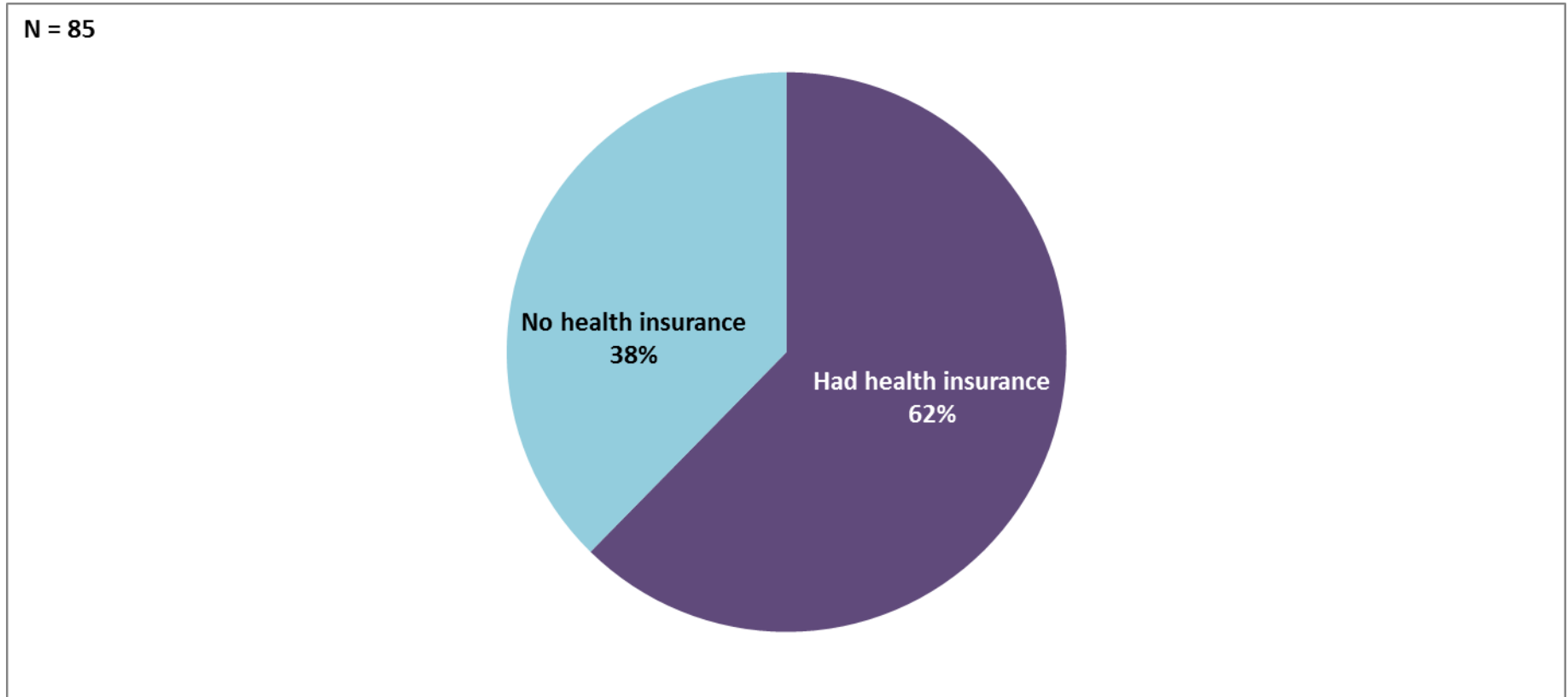
Only a small number reported the number of paid parental leave days varying by state.



Q24B. Does the number of paid parental leave days for your organization **vary by state**?

# Health Insurance Coverage

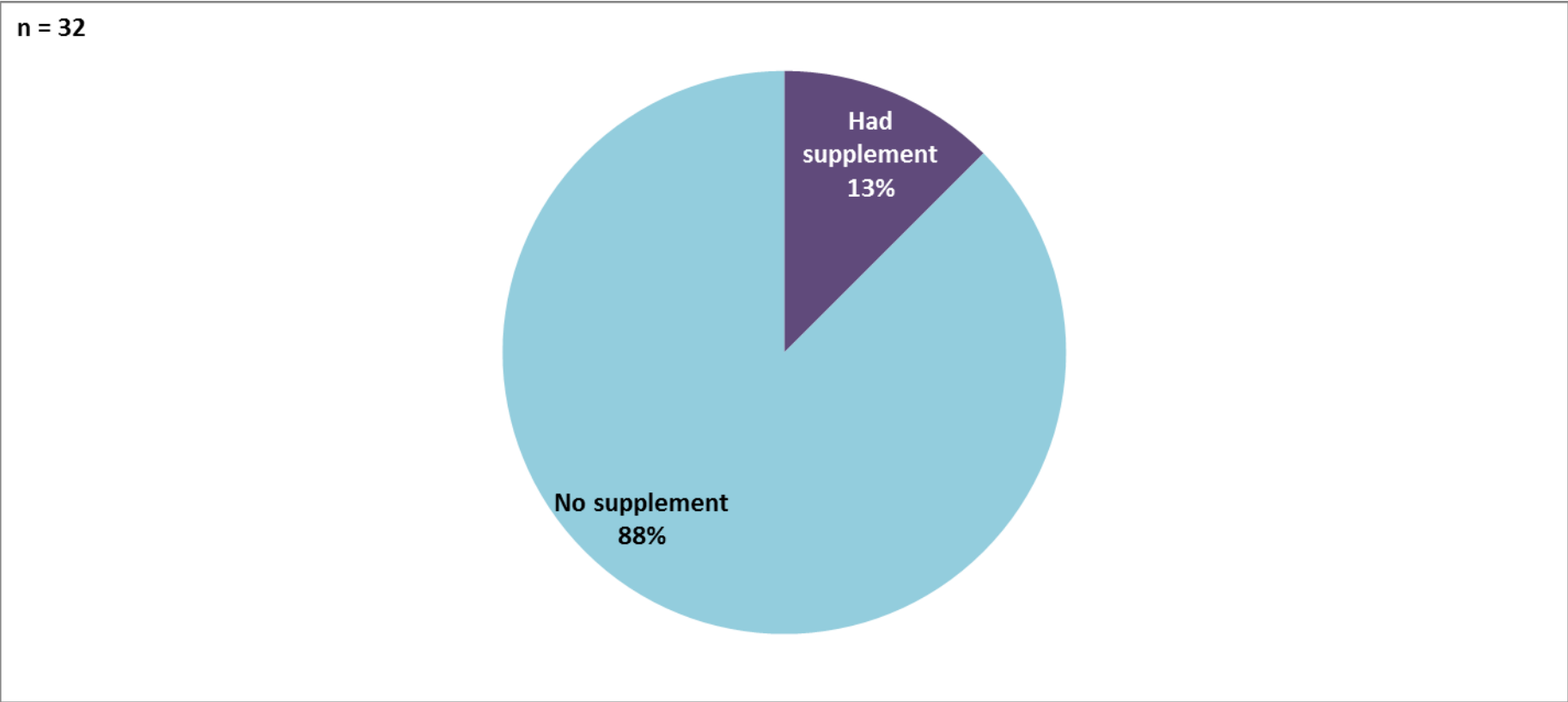
Fewer than two-thirds (62%) of organizations cover health insurance for employees to some extent.



Q26. Does your organization provide **health insurance coverage** for its employees?

# Health Care Supplement

The majority of those organizations that do not offer health insurance coverage also do not assist using a supplement.



Q27. Does your organization pay employees a **defined supplement** in lieu of a group insurance plan to assist them in paying for health care?

# Amount of Supplement

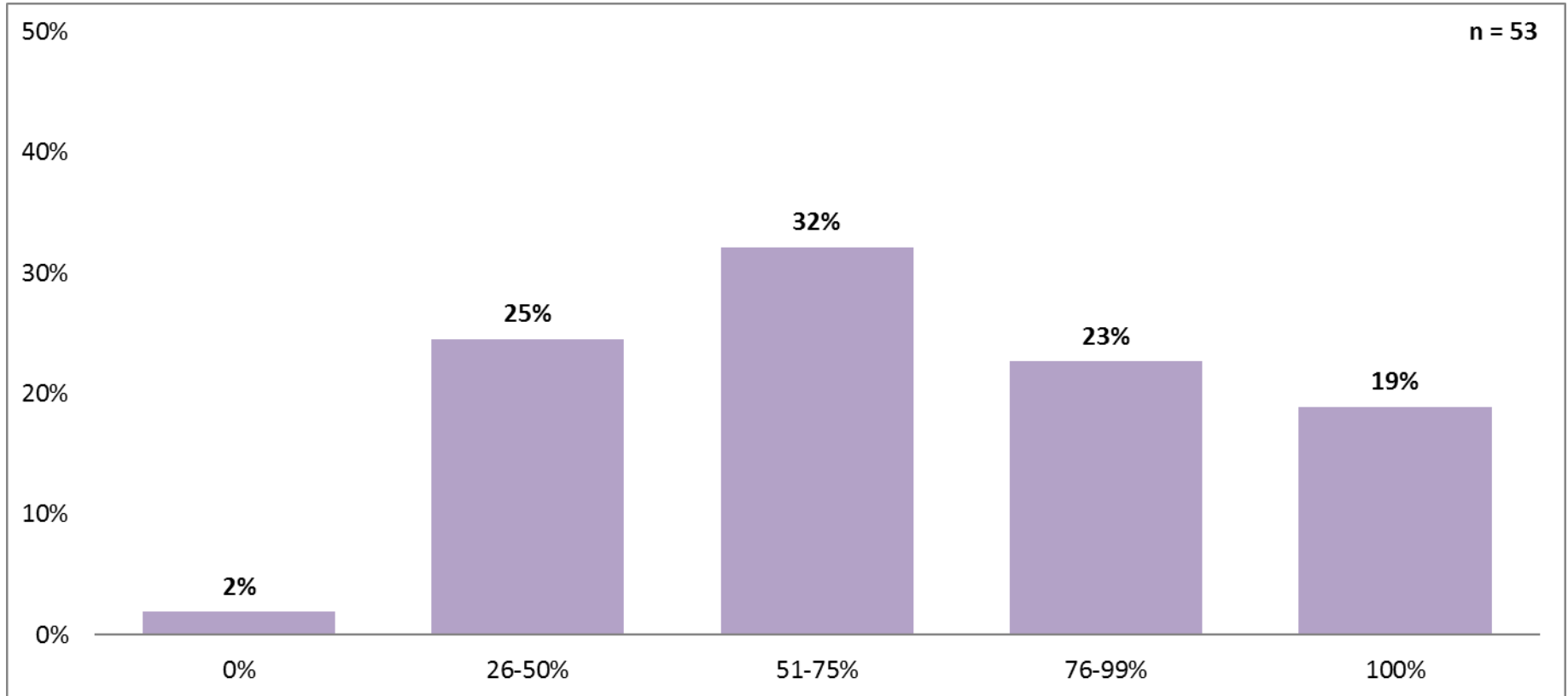
The organizations that do offer supplements in place of insurance coverage vary between \$100 and \$250 per employee.



Q28. How much does your organization pay each employee monthly for a **health insurance supplement** in lieu of a group insurance plan?

# Health Insurance Premiums

19% of organizations that offer health insurance coverage pay for the entire premium.

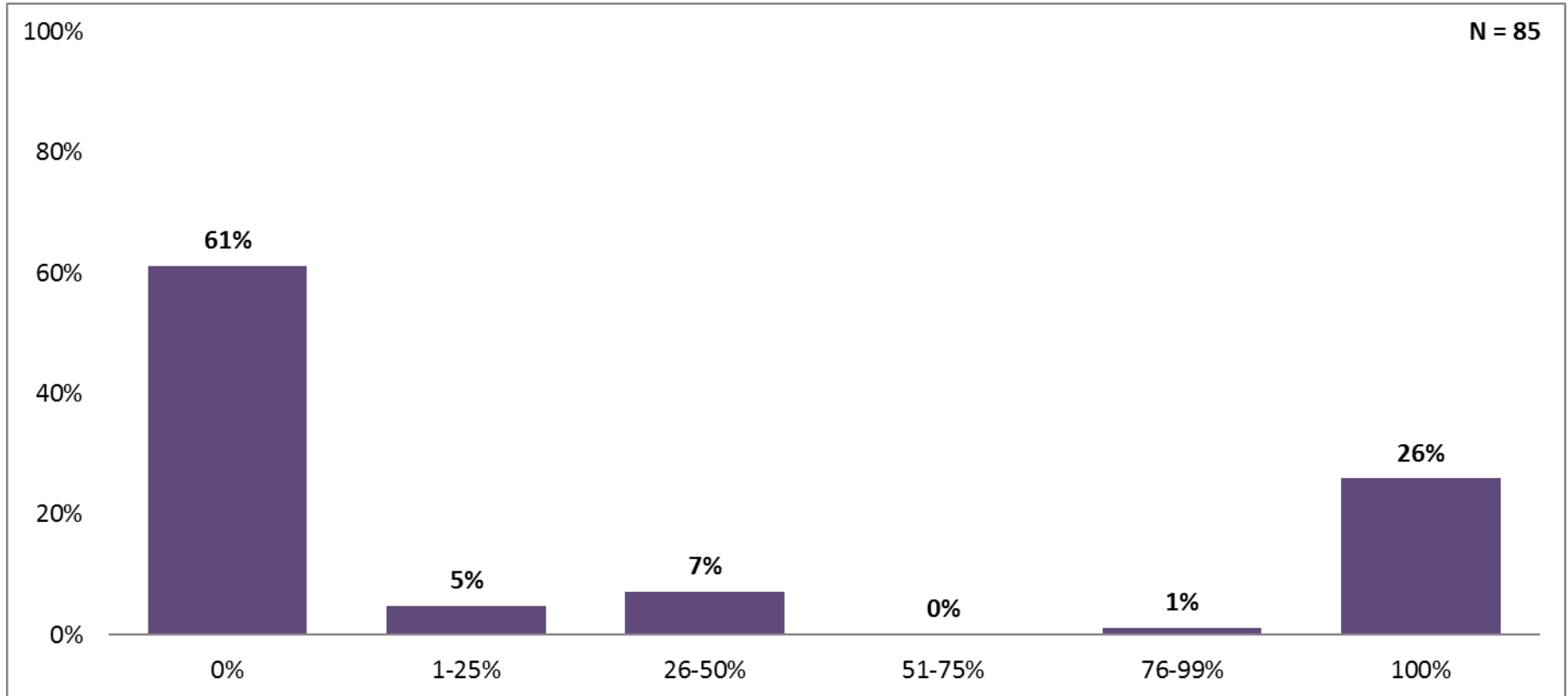


Q29. What percentage of employees' **health insurance premiums** did your organization pay in 2018?

*If you pay a flat rate with employees having the choice of multiple plans, please indicate the average percentage of payment.*

# Life Insurance Premiums

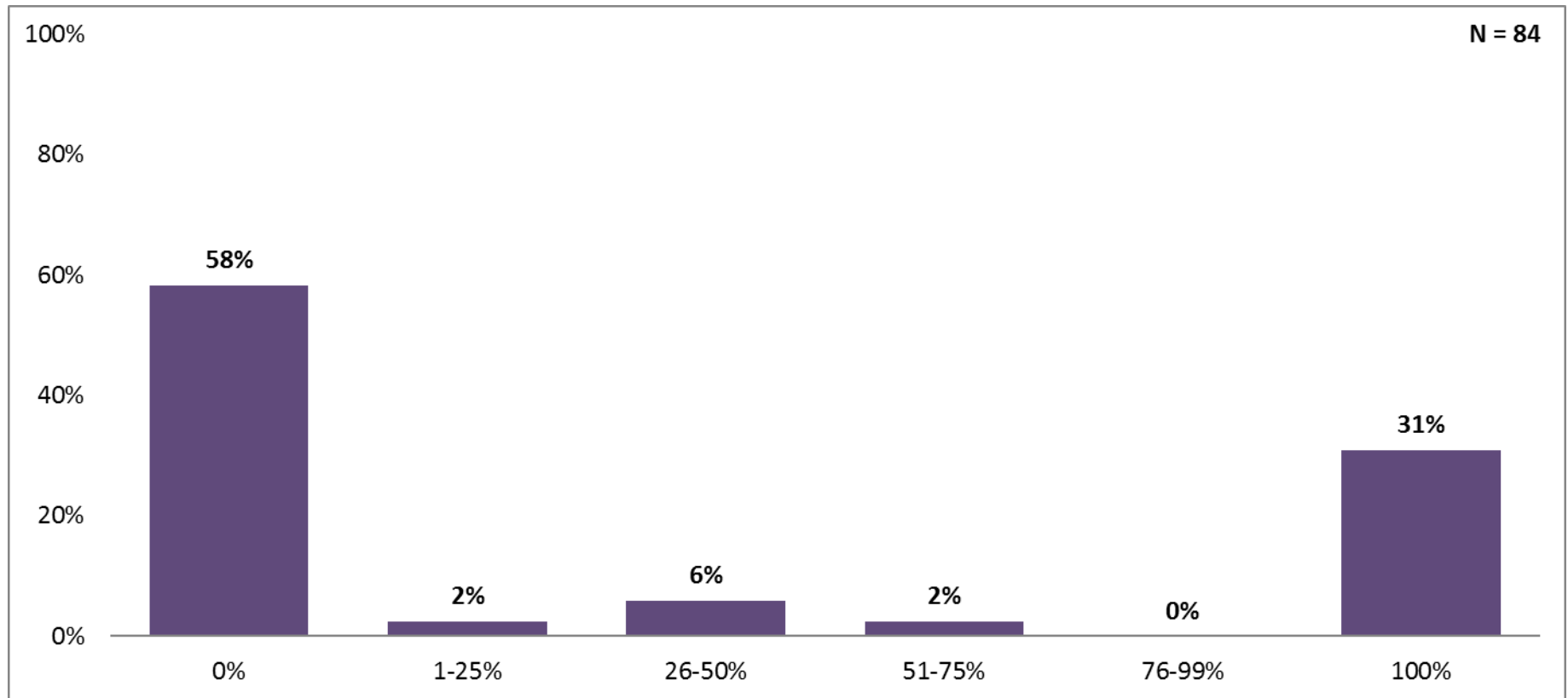
Most organizations did not cover life insurance premiums, but 25% covered the entire amount.



Q30. What percentage of employees' **life insurance premiums** did your organization pay in 2018?

# Disability Insurance Premiums

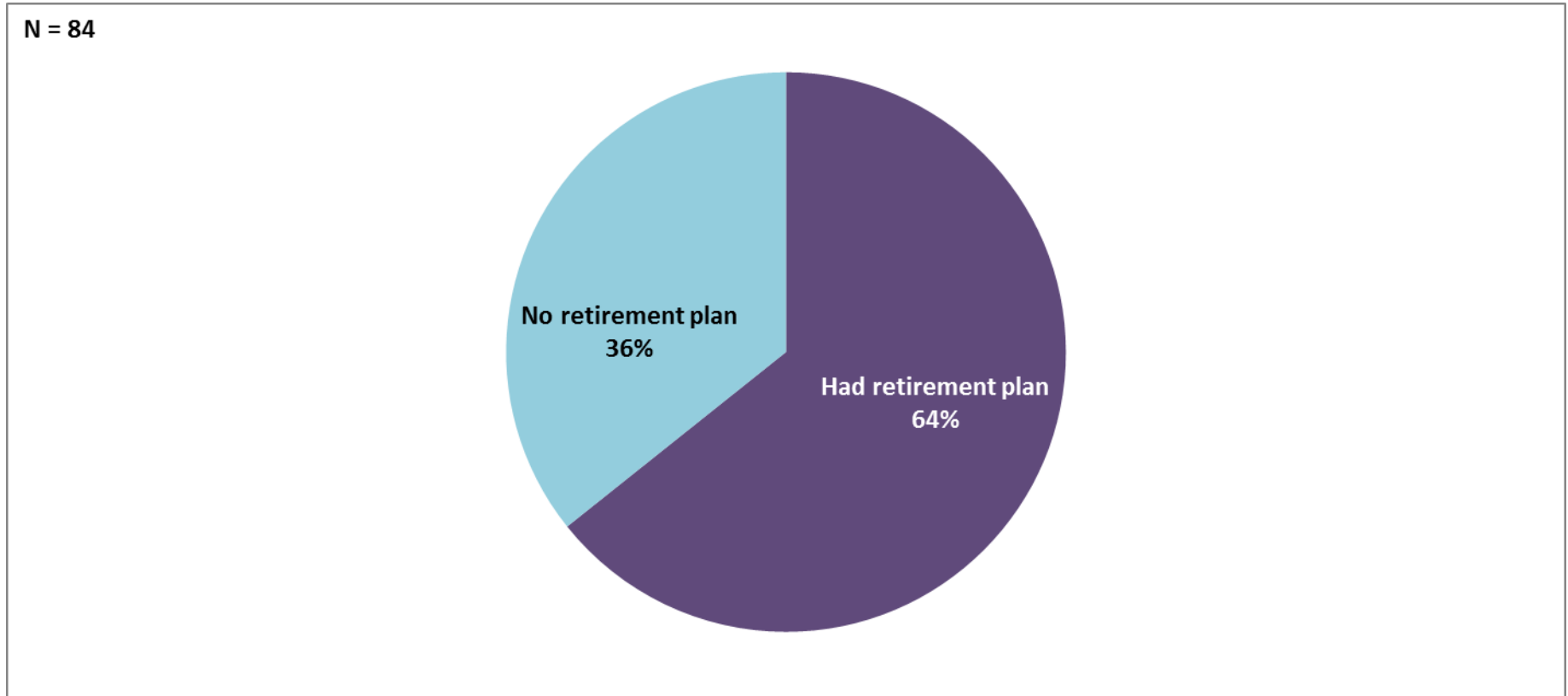
Over half of organizations did not cover disability insurance premiums, but about one-third covered the entire amount.



Q31. What percentage of employees' **disability insurance premiums** did your organization pay in 2018?

# Retirement Plans

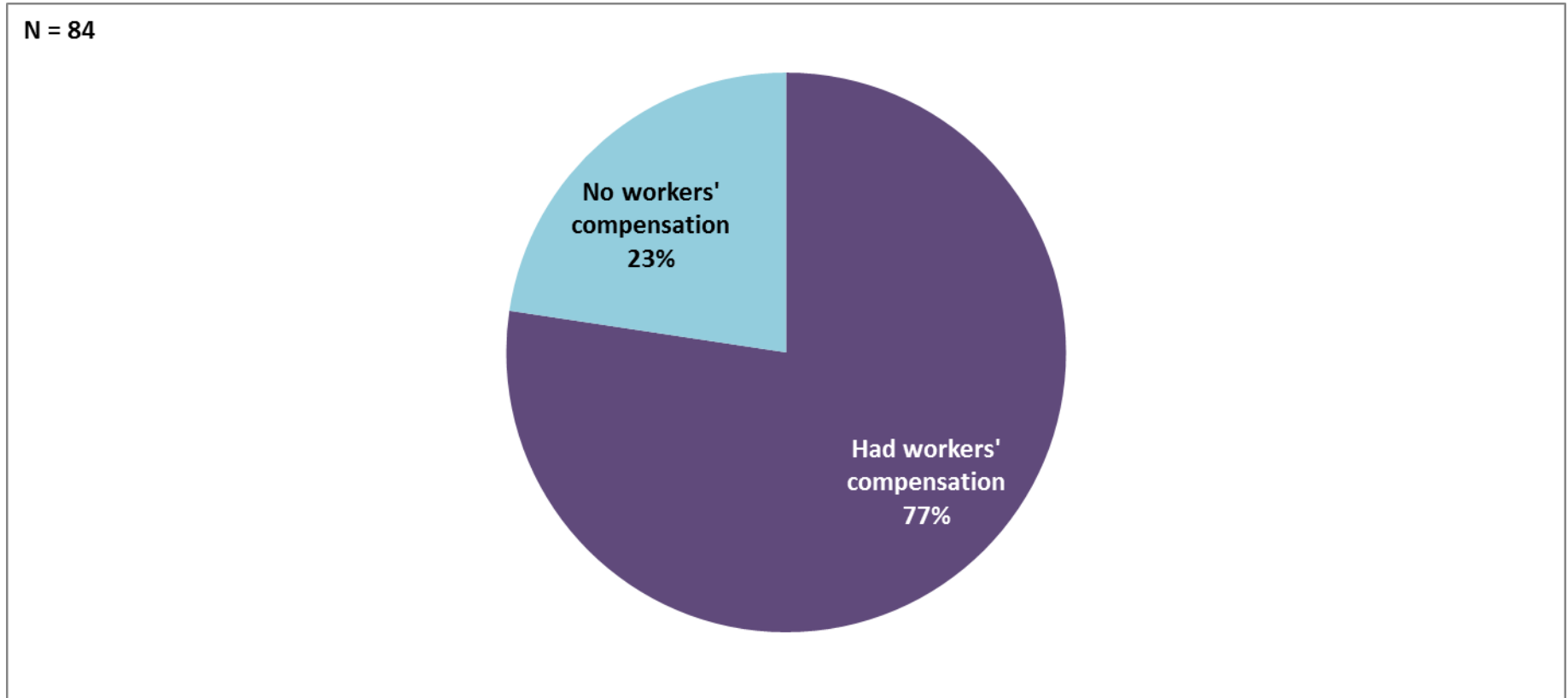
About two-thirds of the organizations offered a retirement plan.



Q32. Did your organization offer a **retirement** e.g., 401k or **profit-sharing plan** in 2018?

# Workers' Compensation Coverage

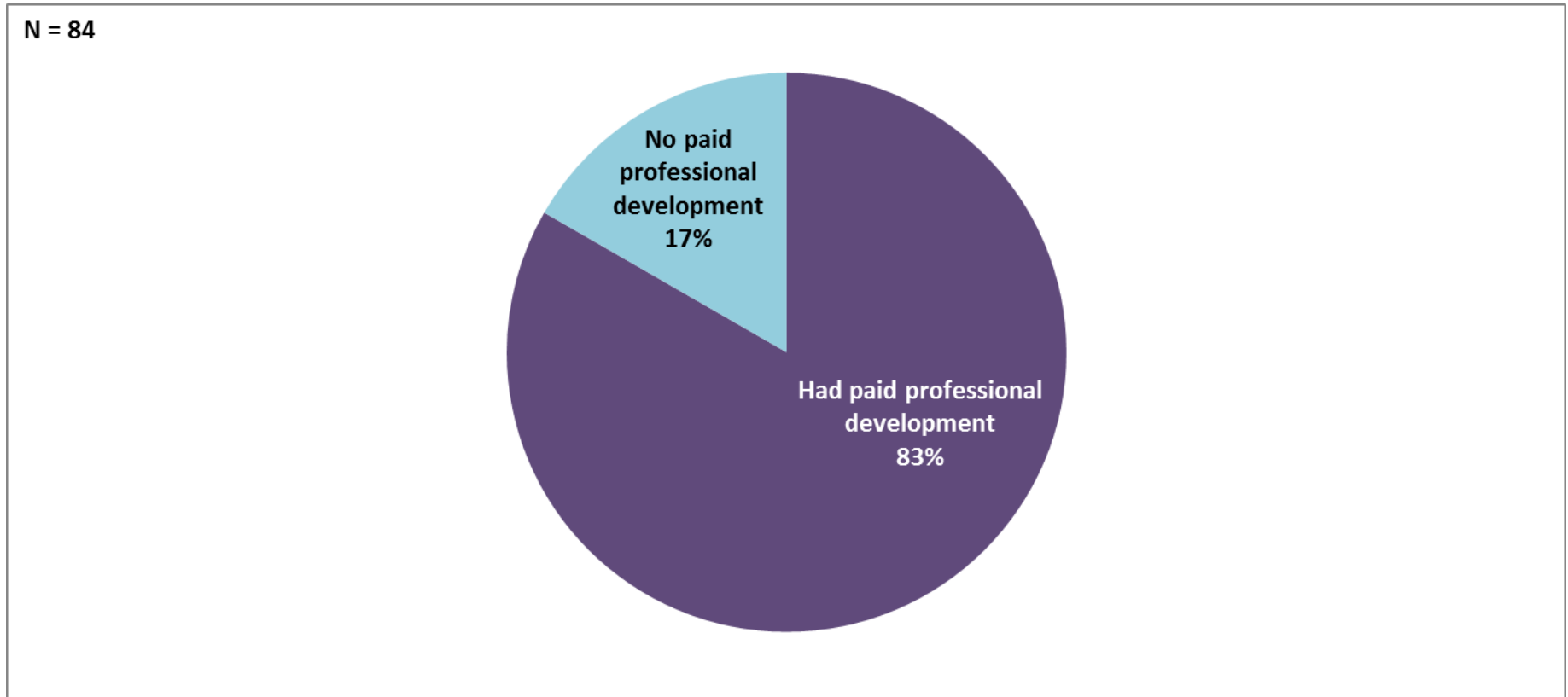
The majority of organizations offered workers' compensation coverage.



Q33. Did your organization offer **workers' compensation coverage** in 2018?

# Professional Development

The majority of organizations offered support for employees' professional development.



Q34. Did your organization support and pay for **employees' professional development** in 2018? *Examples include professional registrations, professional association memberships, continuing education, professional service, conference attendance.*

# Compensation

- ▼ Subcontractors
- ▼ Number of Employees Summary
- ▼ Wages Summary
- ▼ Salaries Summary
- ▼ Business Owner/Principal
- ▼ CRM Division/Department/  
Group Manager
- ▼ Regional Office Manager
- ▼ Project Manager
- ▼ Principal Investigator/  
Senior Archaeologist/  
Senior Architectural Historian
- ▼ Archaeologist/Field Director/  
Project Archaeologist
- ▼ Historian/  
Architectural Historian/  
Preservation Planner
- ▼ Laboratory Director
- ▼ Crew Chief
- ▼ Senior Archaeological Technician
- ▼ Archaeological Technician
- ▼ Laboratory Technician
- ▼ Graphic Artist
- ▼ Editor
- ▼ Production Assistant

# Subcontractors – Summary

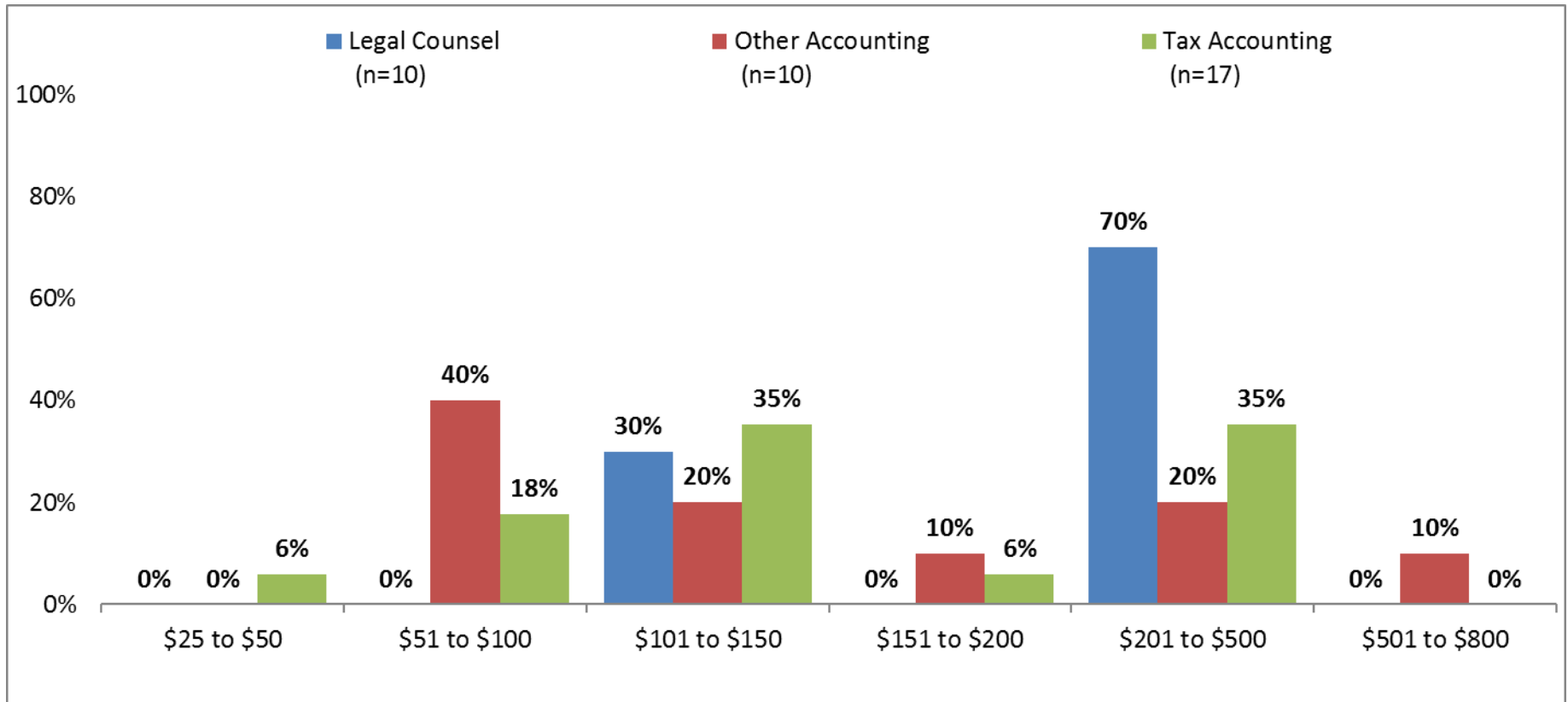
Responses that did not present an hourly wage amount were removed from the dataset.

	Sample Size	Mean	Median	Standard Deviation	Minimum	Maximum	Range
Archaeologists	15	\$77.53	\$80.00	\$28	\$40	\$126	\$86
Architectural Historians	15	\$101.53	\$94.00	\$37	\$60	\$185	\$125
Computer Specialists (IT)	10	\$106.20	\$110.00	\$47	\$45	\$200	\$155
Editors	11	\$71.18	\$62.00	\$29	\$30	\$120	\$90
Ethno/Paleobotanists	13	\$84.15	\$76.00	\$37	\$35	\$150	\$115
Geomorphologists/Geoarchaeologists	13	\$91.69	\$90.00	\$20	\$60	\$130	\$70
Geophysical/GPR	8	\$89.88	\$90.00	\$20	\$54	\$123	\$69
GIS Specialists	11	\$69.82	\$55.00	\$33	\$35	\$125	\$90
Graphic Artists	5	\$57.60	\$58.00	\$22	\$30	\$90	\$60
Historians	9	\$67.44	\$65.00	\$22	\$40	\$95	\$55
Historic Preservation Planners	3	\$91.33	\$94.00	\$15	\$75	\$105	\$30
Human Resource Professionals	3	\$97.00	\$100.00	\$30	\$66	\$125	\$59
Legal Counsel	10	\$302.00	\$317.50	\$118	\$145	\$450	\$305
Marketing	3	\$83.33	\$90.00	\$21	\$60	\$100	\$40
Other Accounting	10	\$207.70	\$143.50	\$220	\$60	\$800	\$740
Photographers	7	\$82.14	\$75.00	\$23	\$60	\$125	\$65
Tax Accounting	17	\$172.76	\$137.00	\$85	\$50	\$350	\$300
Urban Planners	2	\$128.50	\$128.50	\$40	\$100	\$157	\$57
Web Designers	4	\$97.50	\$95.00	\$18	\$80	\$120	\$40
Zooarchaeologists	4	\$68.75	\$77.50	\$19	\$40	\$80	\$40
Others	4	\$80.50	\$73.50	\$52	\$25	\$150	\$125

Q35. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

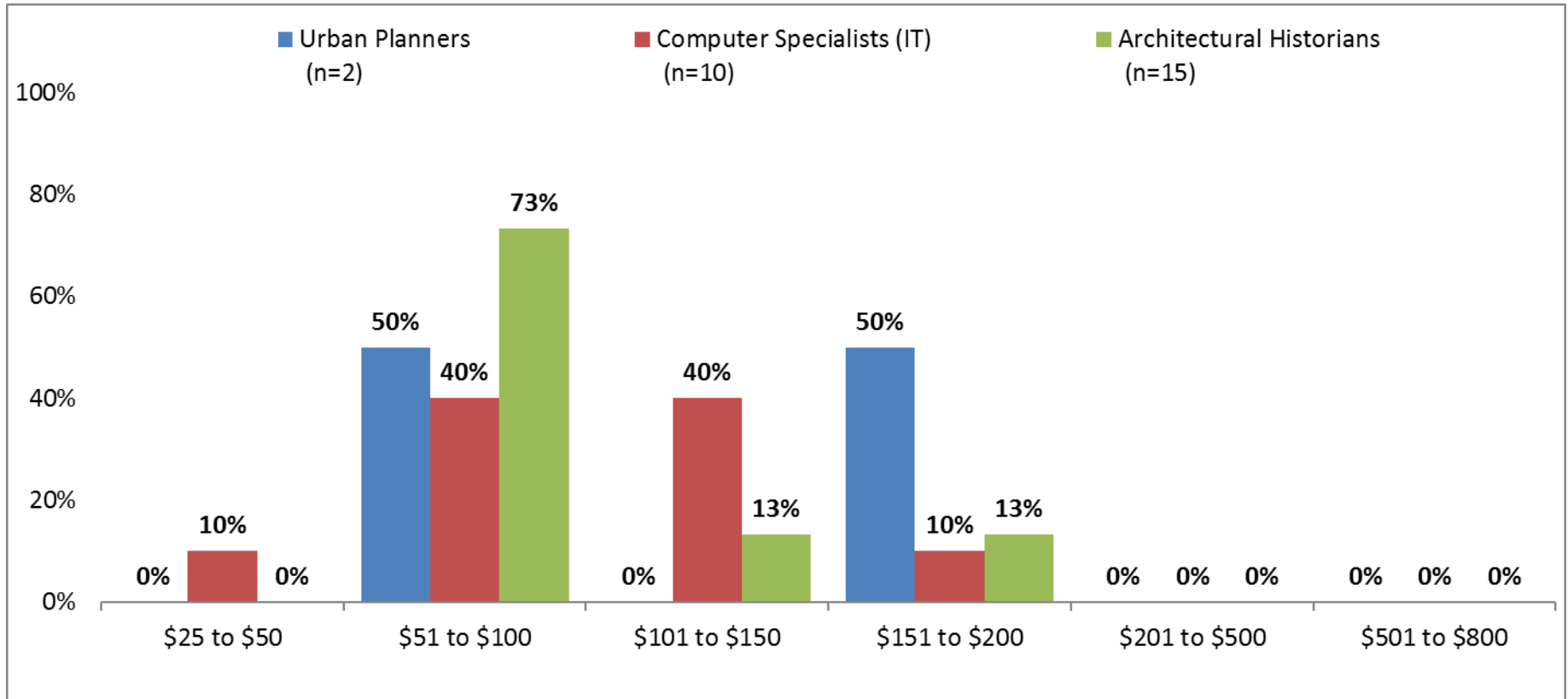
Of the 21 positions included in the survey, these three had the highest average hourly rates.



Q35. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

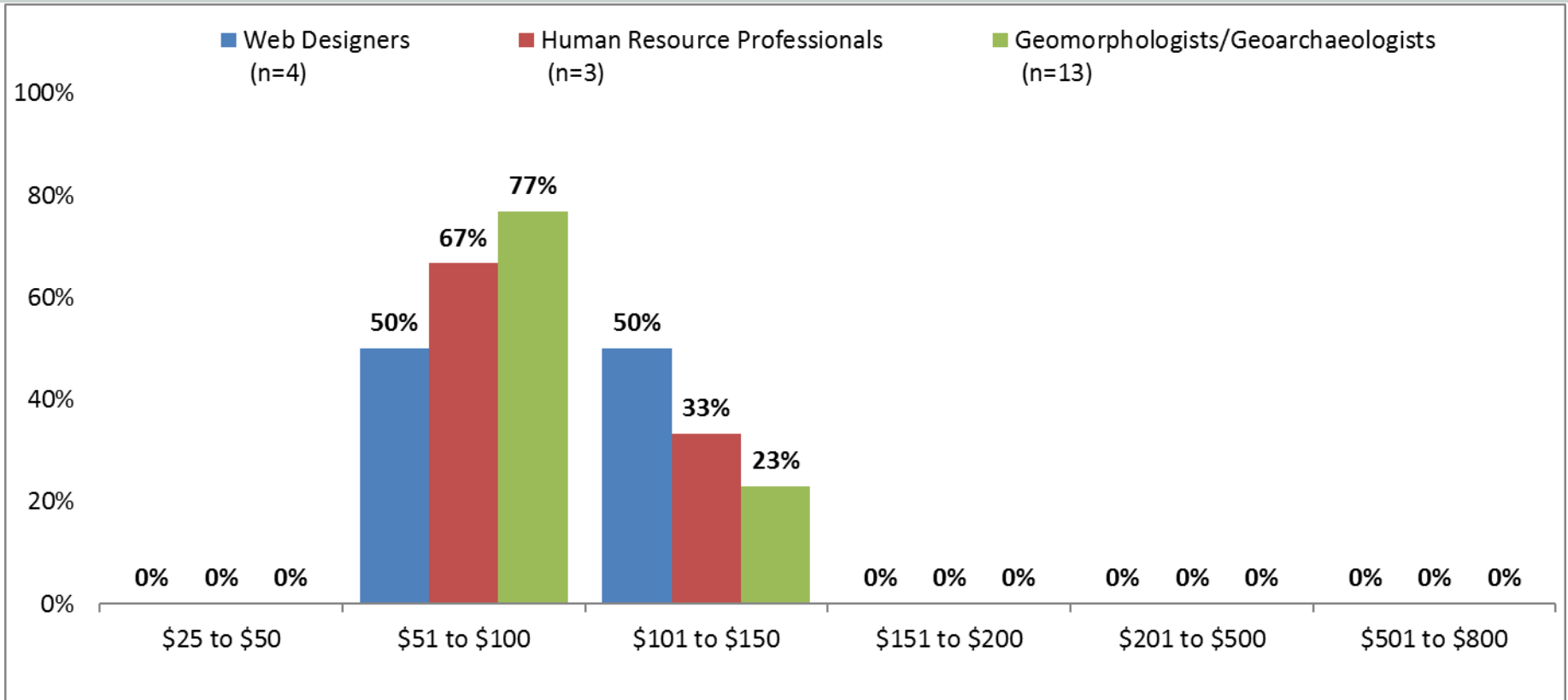
Of the 21 positions included in the survey, these three had the next highest average hourly rates.



Q35. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

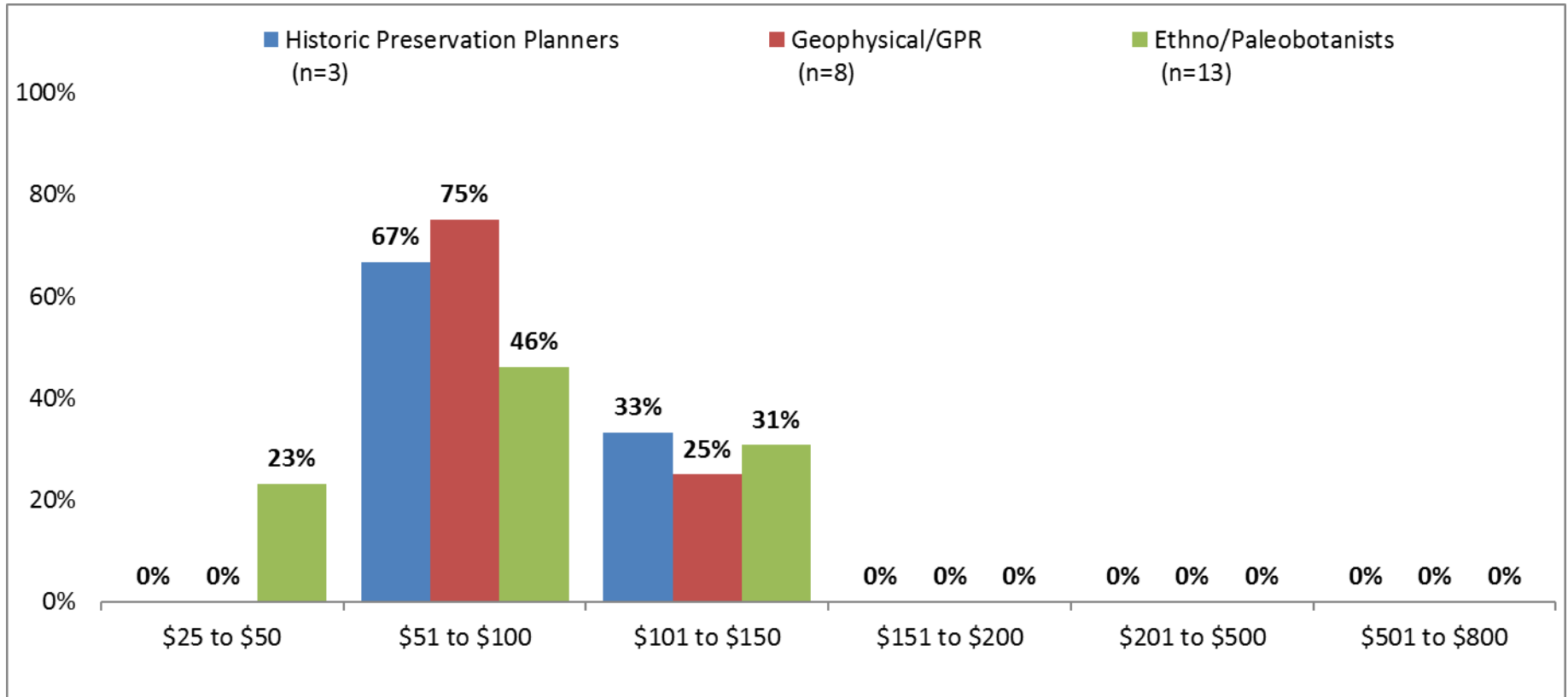
These three positions had average hourly rates in the higher end of the middle compared to other positions.



Q35. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

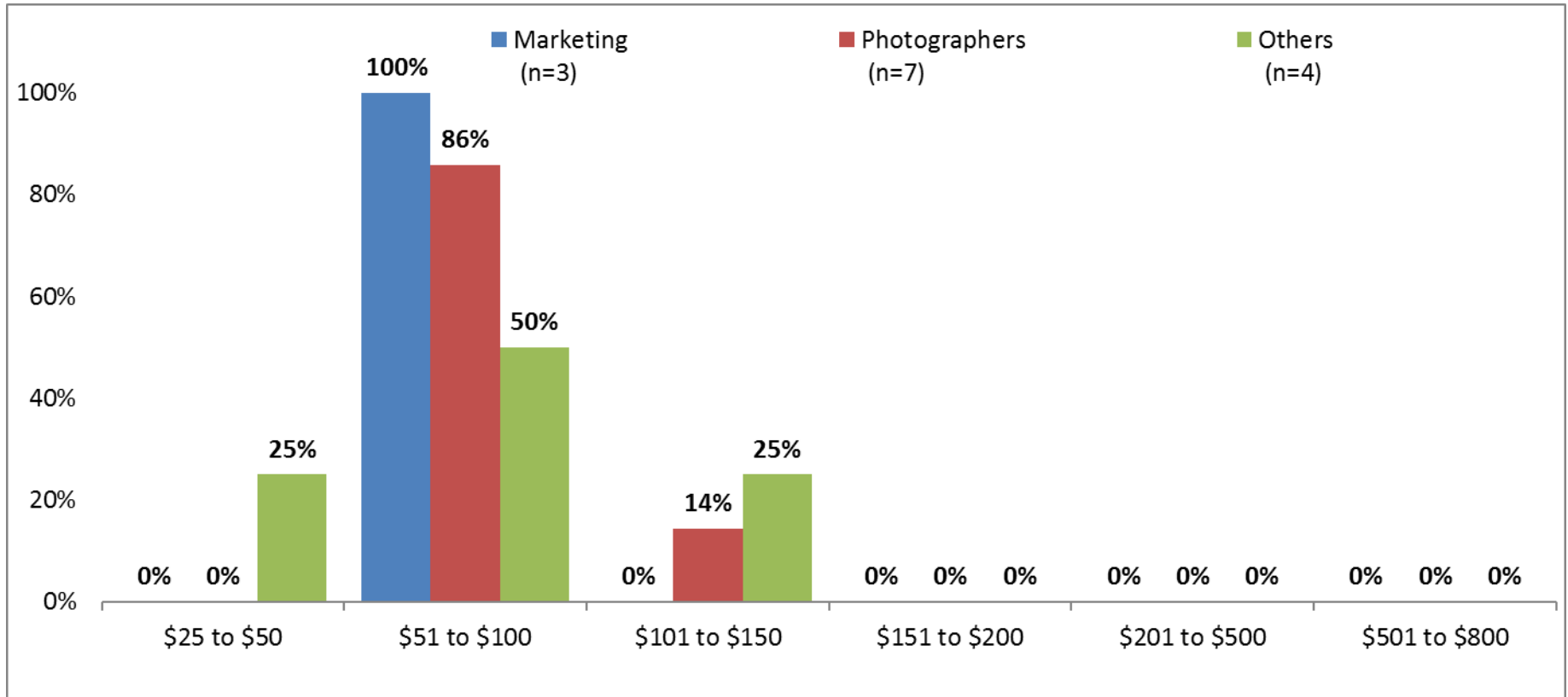
These three positions had average hourly rates in the middle.



Q35. What are the hourly **loaded bill-out fees your organization paid** other companies for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

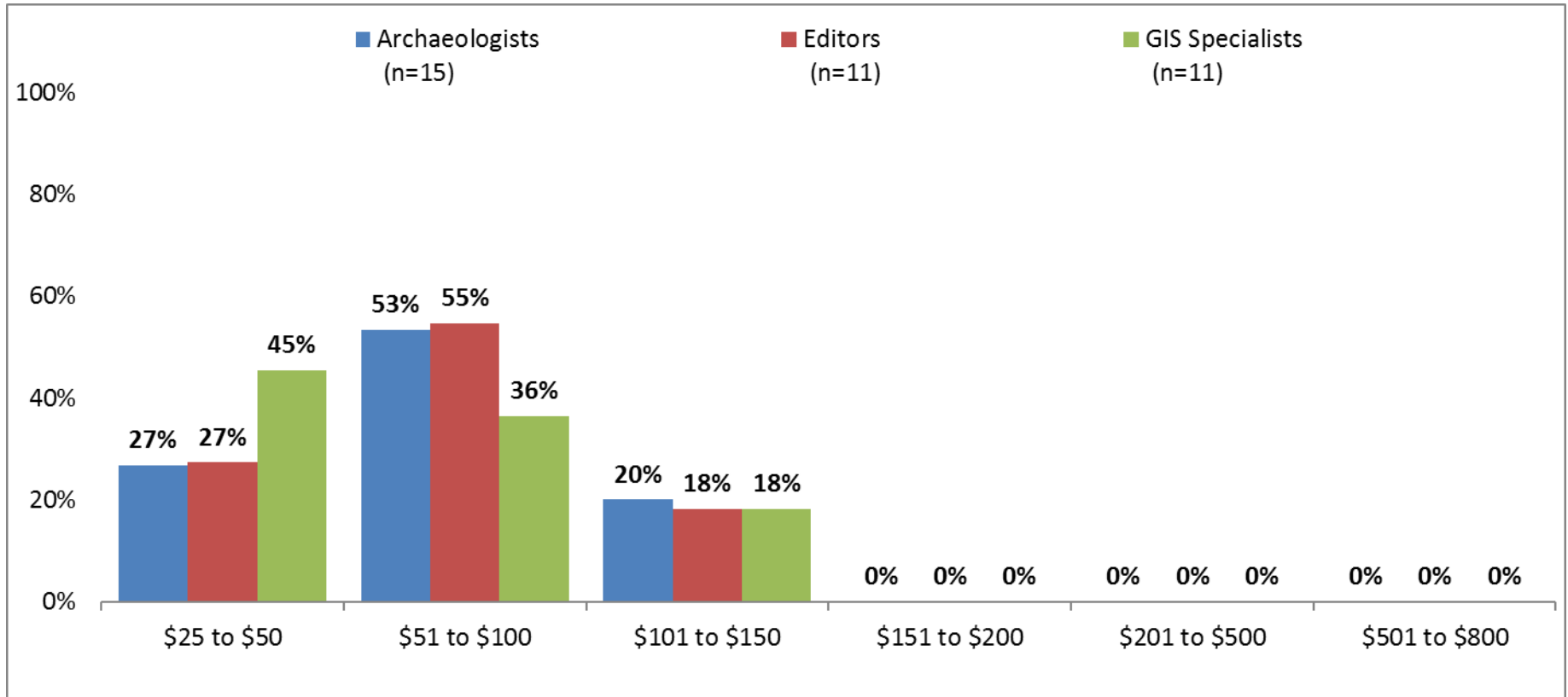
These three positions had average hourly rates at the lower end of the middle.



Q35. What are the hourly **loaded bill-out fees your organization paid other companies** for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

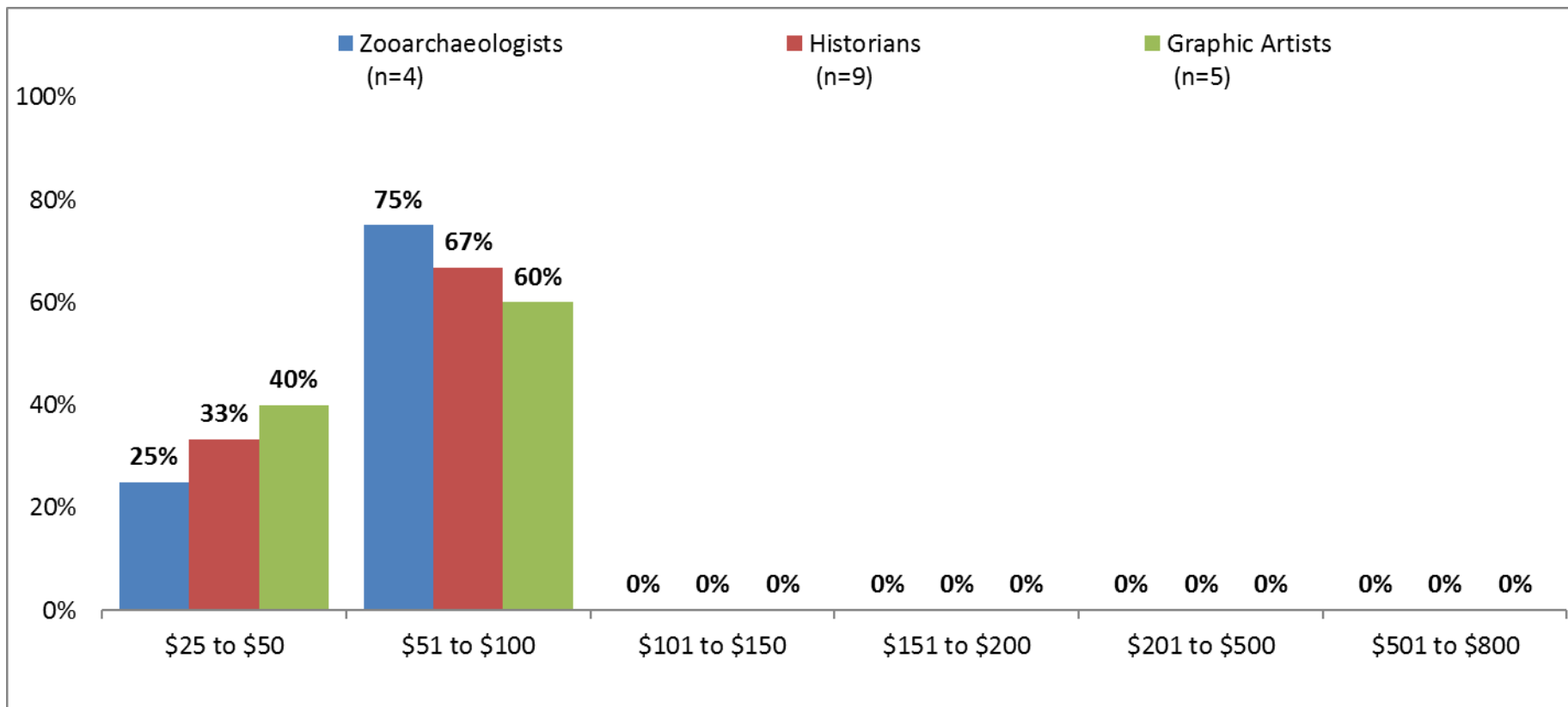
These three positions had average hourly rates near the lowest.



Q35. What are the hourly **loaded bill-out fees your organization paid** other companies for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Subcontractors

Of the 21 positions included in the survey, these three had the lowest average hourly rates.



Q35. What are the hourly **loaded bill-out fees your organization paid** other companies for the following consultants in 2018? *If you did not use these consultants in 2018 but did in the previous two years, fill in the most recent hourly rates for consultants your organization has used. If you did not use a consultant in the past three years, leave the amount blank.*

# Employee Compensation Instructions

The following instructions were presented to participants before they answered questions about the number, wage, and salary for employees in 15 different job roles.

The next section of the survey covers the **salaries or wages** your organization paid in 2018. If there is more than one employee in a category, please provide an average wage. **For salaried employees, please provide the average annual salary.**

Please note that we are now asking about actual salaries or wages, not bill-out rates. Please do not include additional fees or any overhead expenses. Please answer both the number of employees and the average base pay for each type of employee your firm had in 2018 company-wide.

*Note: If you have employees who fall into more than one category, pick the one category that describes the largest proportion of their work.*

# 2018 Number of Employees Summary

On average (using the median), organizations employed archaeological technicians more than any other position.

	Number of Organizations Responding	Mean Number of Employees	Median Number of Employees	Standard Deviation	Minimum Number of Employees	Maximum Number of Employees
Business Owner/Principal	69	36	2	204	1	1,650
CRM Division/Department/Group Manager	37	3	1	5	1	26
Regional Office Manager	19	7	3	18	1	80
Project Manager	42	3,199	3	14,452	1	68,000
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	49	6	3	9	1	50
Archaeologist/Field Director/Project Director/Project Archaeologist	41	6	5	8	1	50
Historian/Architectural Historian/Preservation Planner	36	6	2	15	1	90
Laboratory Director	30	4	1	14	1	80
Crew Chief	38	5	3	8	1	50
Senior Archaeological Technician	34	8	4	14	1	75
Archaeological Technician	43	13	7	17	1	100
Laboratory Technician	21	6	2	8	1	30
Graphic Artist	17	2	1	1	1	6
Editor	28	1	1	1	1	3
Production Assistant	18	3	1	6	1	26

Q36-Q50. Number of employees

# 2018 Wages Summary

The highest hourly wage, on average, was for the business owner.

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	28	\$82	\$71	\$44	\$32	\$210
CRM Division/Department/Group Manager	8	\$55	\$55	\$22	\$31	\$100
Regional Office Manager	2	\$50	\$50	\$21	\$35	\$65
Project Manager	21	\$42	\$38	\$21	\$22	\$120
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	26	\$47	\$42	\$27	\$22	\$130
Archaeologist/Field Director/Project Director/Project Archaeologist	25	\$32	\$25	\$21	\$15	\$120
Historian/Architectural Historian/Preservation Planner	22	\$37	\$29	\$26	\$15	\$120
Laboratory Director	14	\$28	\$26	\$7	\$20	\$48
Crew Chief	30	\$22	\$21	\$4	\$15	\$35
Senior Archaeological Technician	31	\$19	\$18	\$3	\$14	\$26
Archaeological Technician	42	\$18	\$17	\$7	\$12	\$60
Laboratory Technician	19	\$17	\$17	\$4	\$13	\$31
Graphic Artist	10	\$27	\$25	\$13	\$17	\$60
Editor	19	\$33	\$26	\$22	\$17	\$120
Production Assistant	15	\$23	\$25	\$7	\$14	\$36

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Northeast Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	8	\$79	\$75	\$31	\$38	\$140
CRM Division/Department/Group Manager	3	\$51	\$54	\$16	\$33	\$65
Regional Office Manager	1	\$65	\$65	NA	\$65	\$65
Project Manager	9	\$37	\$40	\$10	\$24	\$50
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	11	\$43	\$43	\$16	\$27	\$75
Archaeologist/Field Director/Project Director/Project Archaeologist	7	\$26	\$25	\$2	\$24	\$30
Historian/Architectural Historian/Preservation Planner	7	\$36	\$28	\$19	\$22	\$75
Laboratory Director	6	\$27	\$26	\$5	\$23	\$34
Crew Chief	9	\$21	\$23	\$4	\$15	\$25
Senior Archaeological Technician	7	\$19	\$20	\$3	\$14	\$23
Archaeological Technician	11	\$16	\$17	\$3	\$12	\$21
Laboratory Technician	4	\$18	\$18	\$1	\$17	\$18
Graphic Artist	2	\$26	\$26	\$3	\$24	\$28
Editor	4	\$32	\$31	\$8	\$24	\$40
Production Assistant	3	\$25	\$25	\$9	\$16	\$34

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Southeast Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	1	\$42	\$42	NA	\$42	\$42
CRM Division/Department/Group Manager	1	\$31	\$31	NA	\$31	\$31
Regional Office Manager	0					
Project Manager	0					
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	1	\$22	\$22	NA	\$22	\$22
Archaeologist/Field Director/Project Director/Project Archaeologist	3	\$22	\$21	\$8	\$15	\$31
Historian/Architectural Historian/Preservation Planner	2	\$16	\$16	\$1	\$15	\$16
Laboratory Director	1	\$22	\$22	NA	\$22	\$22
Crew Chief	4	\$17	\$17	\$1	\$15	\$18
Senior Archaeological Technician	6	\$16	\$17	\$2	\$14	\$18
Archaeological Technician	5	\$14	\$14	\$1	\$13	\$15
Laboratory Technician	4	\$19	\$15	\$8	\$13	\$31
Graphic Artist	2	\$18	\$18	\$1	\$17	\$18
Editor	1	\$25	\$25	NA	\$25	\$25
Production Assistant	4	\$19	\$18	\$5	\$14	\$25

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Midwest Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	3	\$66	\$58	\$31	\$40	\$100
CRM Division/Department/Group Manager	0					
Regional Office Manager	0					
Project Manager	2	\$34	\$34	\$6	\$30	\$38
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	2	\$28	\$28	\$4	\$25	\$31
Archaeologist/Field Director/Project Director/Project Archaeologist	2	\$24	\$24	\$1	\$23	\$25
Historian/Architectural Historian/Preservation Planner	3	\$23	\$22	\$4	\$19	\$27
Laboratory Director	1	\$20	\$20	NA	\$20	\$20
Crew Chief	3	\$19	\$19	\$1	\$18	\$20
Senior Archaeological Technician	3	\$18	\$18	\$1	\$17	\$18
Archaeological Technician	5	\$17	\$16	\$2	\$15	\$20
Laboratory Technician	1	\$14	\$14	NA	\$14	\$14
Graphic Artist	0					
Editor	2	\$30	\$30	\$7	\$25	\$35
Production Assistant	1	\$25	\$25	NA	\$25	\$25

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Southwest Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	5	\$80	\$50	\$51	\$40	\$150
CRM Division/Department/Group Manager	0					
Regional Office Manager	1	\$35	\$35	NA	\$35	\$35
Project Manager	2	\$50	\$50	\$18	\$37	\$63
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	5	\$58	\$43	\$41	\$29	\$130
Archaeologist/Field Director/Project Director/Project Archaeologist	4	\$27	\$24	\$8	\$20	\$38
Historian/Architectural Historian/Preservation Planner	3	\$35	\$36	\$16	\$19	\$50
Laboratory Director	1	\$26	\$26	NA	\$26	\$26
Crew Chief	6	\$24	\$22	\$6	\$19	\$35
Senior Archaeological Technician	6	\$20	\$21	\$3	\$16	\$25
Archaeological Technician	10	\$18	\$18	\$2	\$15	\$22
Laboratory Technician	5	\$16	\$15	\$2	\$15	\$18
Graphic Artist	2	\$20	\$20	\$1	\$19	\$21
Editor	4	\$27	\$26	\$6	\$21	\$36
Production Assistant	3	\$26	\$26	\$11	\$15	\$36

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Rocky Mountain Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	5	\$54	\$46	\$28	\$32	\$103
CRM Division/Department/Group Manager	0					
Regional Office Manager	0					
Project Manager	3	\$33	\$32	\$7	\$26	\$40
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	3	\$30	\$29	\$5	\$26	\$35
Archaeologist/Field Director/Project Director/Project Archaeologist	4	\$34	\$28	\$16	\$21	\$57
Historian/Architectural Historian/Preservation Planner	2	\$35	\$35	\$8	\$29	\$40
Laboratory Director	2	\$27	\$27	\$5	\$23	\$30
Crew Chief	5	\$23	\$21	\$4	\$20	\$30
Senior Archaeological Technician	5	\$20	\$19	\$3	\$18	\$25
Archaeological Technician	7	\$18	\$17	\$2	\$16	\$22
Laboratory Technician	4	\$17	\$17	\$1	\$15	\$17
Graphic Artist	1	\$25	\$25	NA	\$25	\$25
Editor	2	\$23	\$23	\$3	\$21	\$25
Production Assistant	3	\$21	\$20	\$4	\$18	\$25

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Wages Summary

## Pacific Region

	Number of Organizations Responding	Mean Wage	Median Wage	Standard Deviation	Minimum Wage	Maximum Wage
Business Owner/Principal	6	\$127	\$120	\$50	\$65	\$210
CRM Division/Department/Group Manager	4	\$63	\$57	\$26	\$40	\$100
Regional Office Manager	0					
Project Manager	5	\$55	\$48	\$39	\$22	\$120
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	4	\$70	\$58	\$34	\$46	\$120
Archaeologist/Field Director/Project Director/Project Archaeologist	5	\$52	\$31	\$41	\$20	\$120
Historian/Architectural Historian/Preservation Planner	5	\$60	\$40	\$43	\$22	\$120
Laboratory Director	3	\$35	\$32	\$12	\$25	\$48
Crew Chief	3	\$26	\$25	\$1	\$25	\$27
Senior Archaeological Technician	4	\$22	\$22	\$3	\$18	\$26
Archaeological Technician	4	\$32	\$24	\$19	\$20	\$60
Laboratory Technician	1	\$22	\$22	NA	\$22	\$22
Graphic Artist	3	\$40	\$32	\$17	\$29	\$60
Editor	6	\$44	\$31	\$38	\$17	\$120
Production Assistant	1	\$25	\$25	NA	\$25	\$25

Q36-Q50. Average hourly rate to nearest dollar

# 2018 Salaries Summary

The highest salary on average was for the business owner.

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	45	\$112,822	\$100,000	\$49,454	\$20,000	\$280,980
CRM Division/Department/Group Manager	24	\$94,853	\$90,740	\$28,711	\$38,000	\$159,600
Regional Office Manager	17	\$90,460	\$78,242	\$37,251	\$45,000	\$200,000
Project Manager	26	\$69,432	\$67,250	\$19,114	\$45,760	\$133,000
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	30	\$66,291	\$63,828	\$15,445	\$47,800	\$114,000
Archaeologist/Field Director/Project Director/Project Archaeologist	18	\$50,779	\$47,392	\$8,603	\$42,000	\$80,000
Historian/Architectural Historian/Preservation Planner	20	\$58,712	\$57,020	\$12,899	\$38,000	\$85,000
Laboratory Director	15	\$59,597	\$54,079	\$15,614	\$45,000	\$102,000
Crew Chief	7	\$44,236	\$44,668	\$5,211	\$37,111	\$53,871
Senior Archaeological Technician	2	\$37,960	\$37,960	\$5,148	\$34,320	\$41,600
Archaeological Technician	0					
Laboratory Technician	1	\$33,000	\$33,000	N/A	\$33,000	\$33,000
Graphic Artist	7	\$50,024	\$45,032	\$11,328	\$41,000	\$72,000
Editor	9	\$58,433	\$60,000	\$4,721	\$53,000	\$65,000
Production Assistant	3	\$41,264	\$40,000	\$3,291	\$38,792	\$45,000

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

## Northeast Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	6	\$122,557	\$109,680	\$89,474	\$20,000	\$280,980
CRM Division/Department/Group Manager	4	\$120,876	\$123,752	\$26,516	\$86,000	\$150,000
Regional Office Manager	1	\$200,000	\$200,000	NA	\$200,000	\$200,000
Project Manager	3	\$56,537	\$49,920	\$11,660	\$49,692	\$70,000
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	3	\$57,638	\$55,000	\$6,461	\$52,913	\$65,000
Archaeologist/Field Director/Project Director/Project Archaeologist	0					
Historian/Architectural Historian/Preservation Planner	0					
Laboratory Director	0					
Crew Chief	1	\$44,668	\$44,668	NA	\$44,668	\$44,668
Senior Archaeological Technician	1	\$41,600	\$41,600	NA	\$41,600	\$41,600
Archaeological Technician	0					
Laboratory Technician	0					
Graphic Artist	0					
Editor	0					
Production Assistant	0					

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

## Southeast Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	9	\$93,221	\$92,040	\$20,643	\$60,000	\$133,000
CRM Division/Department/Group Manager	4	\$57,534	\$62,040	\$13,948	\$38,000	\$68,055
Regional Office Manager	2	\$78,581	\$78,581	\$479	\$78,242	\$78,919
Project Manager	3	\$95,120	\$106,600	\$44,739	\$45,760	\$133,000
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	5	\$58,225	\$58,758	\$6,172	\$50,388	\$67,000
Archaeologist/Field Director/Project Director/Project Archaeologist	4	\$46,364	\$46,380	\$850	\$45,511	\$47,184
Historian/Architectural Historian/Preservation Planner	5	\$45,953	\$42,494	\$8,507	\$38,000	\$60,000
Laboratory Director	2	\$51,714	\$51,714	\$6,655	\$47,008	\$56,420
Crew Chief	1	\$37,111	\$37,111	NA	\$37,111	\$37,111
Senior Archaeological Technician	1	\$34,320	\$34,320	NA	\$34,320	\$34,320
Archaeological Technician	0					
Laboratory Technician	1	\$33,000	\$33,000	NA	\$33,000	\$33,000
Graphic Artist	3	\$44,928	\$45,032	\$3,277	\$41,600	\$48,152
Editor	3	\$56,306	\$55,917	\$3,516	\$53,000	\$60,000
Production Assistant	1	\$38,792	\$38,792	NA	\$38,792	\$38,792

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

## Midwest Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	8	\$125,774	\$125,000	\$47,700	\$50,000	\$200,000
CRM Division/Department/Group Manager	5	\$96,480	\$91,000	\$14,468	\$82,000	\$119,850
Regional Office Manager	4	\$96,096	\$94,500	\$16,500	\$80,000	\$115,384
Project Manager	7	\$68,164	\$68,000	\$13,583	\$50,000	\$88,130
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	6	\$58,359	\$57,675	\$8,807	\$50,000	\$70,500
Archaeologist/Field Director/Project Director/Project Archaeologist	2	\$43,500	\$43,500	\$2,121	\$42,000	\$45,000
Historian/Architectural Historian/Preservation Planner	5	\$54,958	\$55,800	\$6,168	\$44,750	\$61,000
Laboratory Director	2	\$45,000	\$45,000	\$0	\$45,000	\$45,000
Crew Chief	1	\$45,000	\$45,000	NA	\$45,000	\$45,000
Senior Archaeological Technician	0					
Archaeological Technician	0					
Laboratory Technician	0					
Graphic Artist	2	\$49,693	\$49,693	\$12,293	\$41,000	\$58,385
Editor	2	\$56,816	\$56,816	\$4,503	\$53,632	\$60,000
Production Assistant	1	\$45,000	\$45,000	NA	\$45,000	\$45,000

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

## Southwest Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	8	\$114,860	\$110,000	\$45,560	\$50,000	\$185,000
CRM Division/Department/Group Manager	8	\$94,510	\$90,240	\$29,980	\$65,000	\$159,600
Regional Office Manager	5	\$78,829	\$70,000	\$26,264	\$60,000	\$125,000
Project Manager	6	\$63,265	\$61,875	\$11,831	\$50,000	\$79,038
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	8	\$68,297	\$74,420	\$16,198	\$47,800	\$84,000
Archaeologist/Field Director/Project Director/Project Archaeologist	6	\$50,978	\$50,300	\$5,974	\$45,000	\$60,785
Historian/Architectural Historian/Preservation Planner	6	\$68,543	\$66,630	\$12,033	\$50,000	\$85,000
Laboratory Director	6	\$59,922	\$54,540	\$10,364	\$52,000	\$76,000
Crew Chief	3	\$47,290	\$46,000	\$6,040	\$42,000	\$53,871
Senior Archaeological Technician	0					
Archaeological Technician	0					
Laboratory Technician	0					
Graphic Artist	0					
Editor	1	\$65,000	\$65,000	NA	\$65,000	\$65,000
Production Assistant	0					

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

## Rocky Mountain Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	8	\$86,815	\$90,175	\$27,885	\$29,000	\$128,573
CRM Division/Department/Group Manager	2	\$104,673	\$104,673	\$15,659	\$93,600	\$115,745
Regional Office Manager	3	\$72,380	\$74,880	\$4,434	\$67,260	\$75,000
Project Manager	6	\$69,254	\$66,301	\$7,209	\$64,000	\$83,200
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	7	\$73,451	\$74,000	\$11,994	\$60,000	\$95,000
Archaeologist/Field Director/Project Director/Project Archaeologist	5	\$51,141	\$51,706	\$2,933	\$47,000	\$55,000
Historian/Architectural Historian/Preservation Planner	4	\$64,605	\$64,500	\$11,436	\$54,420	\$75,000
Laboratory Director	3	\$54,667	\$52,000	\$9,292	\$47,000	\$65,000
Crew Chief	1	\$41,000	\$41,000	NA	\$41,000	\$41,000
Senior Archaeological Technician	0					
Archaeological Technician	0					
Laboratory Technician	0					
Graphic Artist	2	\$58,000	\$58,000	\$19,799	\$44,000	\$72,000
Editor	3	\$59,451	\$60,000	\$5,843	\$53,352	\$65,000
Production Assistant	1	\$40,000	\$40,000	NA	\$40,000	\$40,000

Q36-Q50. Average annual salary to nearest dollar

# 2018 Salaries Summary

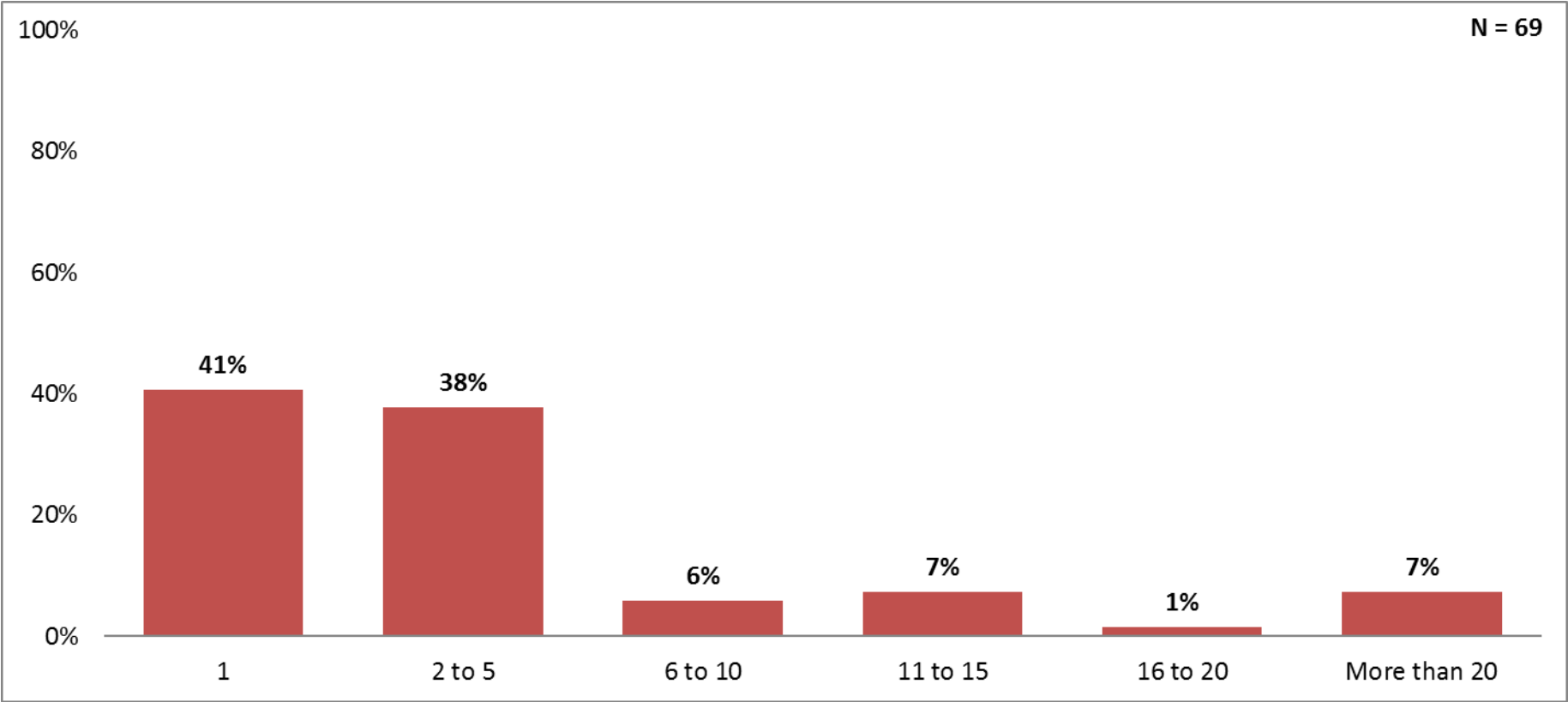
## Pacific Region

	Number of Organizations Responding	Mean Salary	Median Salary	Standard Deviation	Minimum Salary	Maximum Salary
Business Owner/Principal	6	\$147,180	\$157,546	\$45,564	\$90,000	\$200,000
CRM Division/Department/Group Manager	1	\$115,000	\$115,000	NA	\$115,000	\$115,000
Regional Office Manager	2	\$92,500	\$92,500	\$67,175	\$45,000	\$140,000
Project Manager	1	\$78,000	\$78,000	NA	\$78,000	\$78,000
Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner	1	\$114,000	\$114,000	NA	\$114,000	\$114,000
Archaeologist/Field Director/Project Director/Project Archaeologist	1	\$80,000	\$80,000	NA	\$80,000	\$80,000
Historian/Architectural Historian/Preservation Planner	0					
Laboratory Director	2	\$88,500	\$88,500	\$19,092	\$75,000	\$102,000
Crew Chief	0					
Senior Archaeological Technician	0					
Archaeological Technician	0					
Laboratory Technician	0					
Graphic Artist	0					
Editor	0					
Production Assistant	0					

Q36-Q50. Average annual salary to nearest dollar

# Business Owner/Principal 2018 Number of Employees

41% of the organizations had only one principal/owner, but nearly that many had two to five.

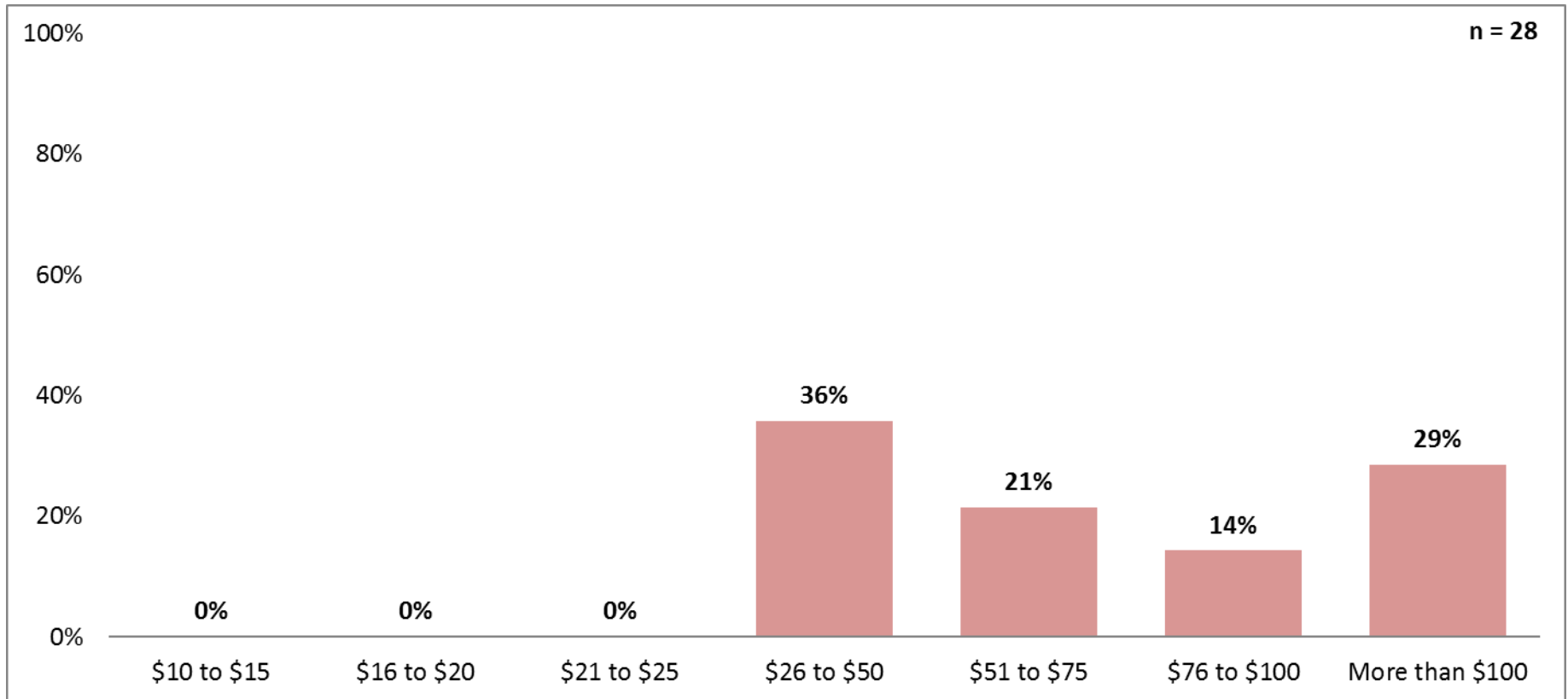


Q36. Number of employees

The major shareholder(s) or sole owner of a firm who makes strategic decisions on the company's goals, hiring and firing, overall management, and marketing, and is responsible for the company's financial health.

# Business Owner/Principal 2018 Average Hourly Rate

Most owners/principals earned more than \$50/hour.

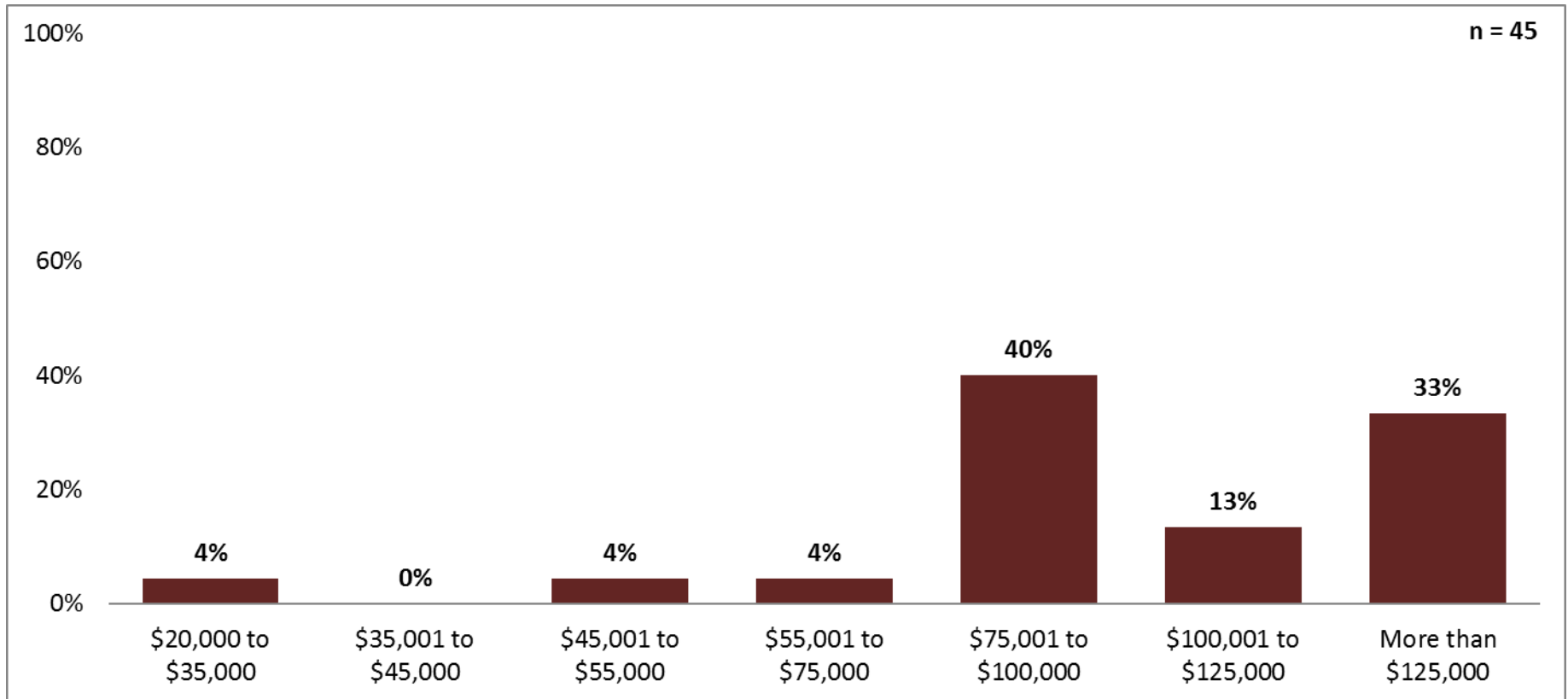


Q36. Average hourly rate to nearest dollar

The major shareholder(s) or sole owner of a firm who makes strategic decisions on the company's goals, hiring and firing, overall management, and marketing, and is responsible for the company's financial health.

# Business Owner/Principal 2018 Average Annual Salary

There was a wide range of salaries for principals/owners, but most earned more than \$75K/year.

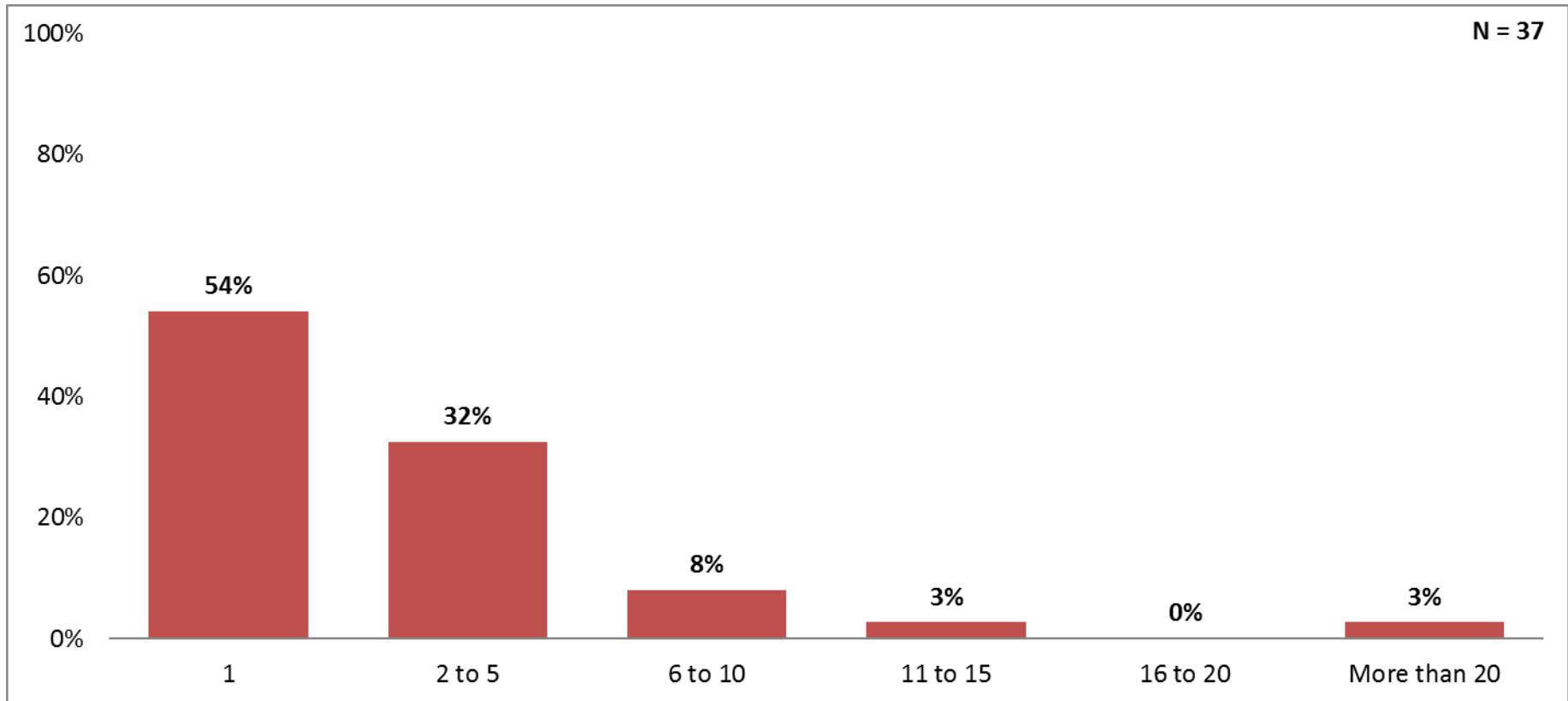


Q36. Average annual salary to nearest dollar

The major shareholder(s) or sole owner of a firm who makes strategic decisions on the company's goals, hiring and firing, overall management, and marketing, and is responsible for the company's financial health.

# CRM Division/Department/Group Manager 2018 Number of Employees

About half of organizations had only one group manager, but a third had two to five.

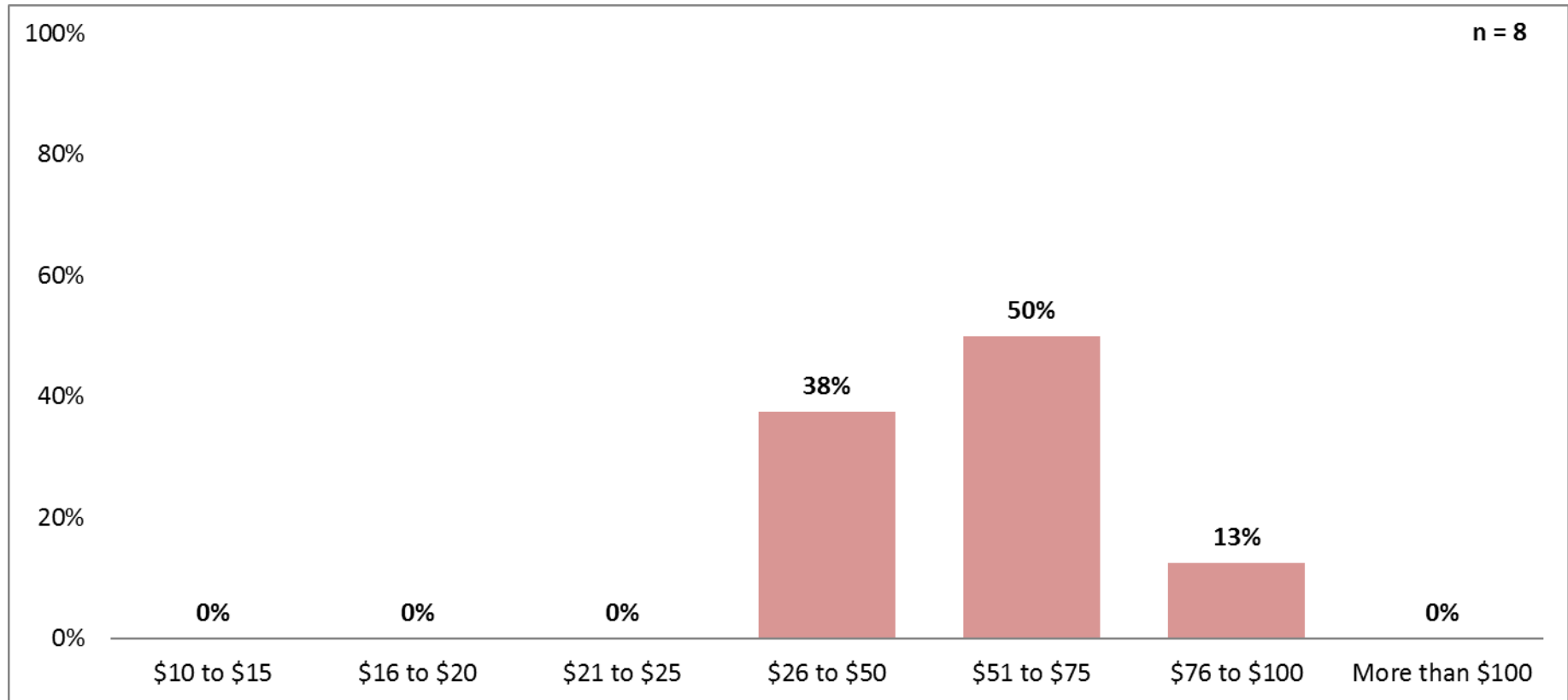


Q37. Number of employees

The primary manager of a cultural resources division or group within a larger engineering/architectural firm who has responsibilities for strategic decisions for that company's CRM business.

# CRM Division/Department/Group Manager – 2018 Average Hourly Rate

Most earned more than \$50/hour.

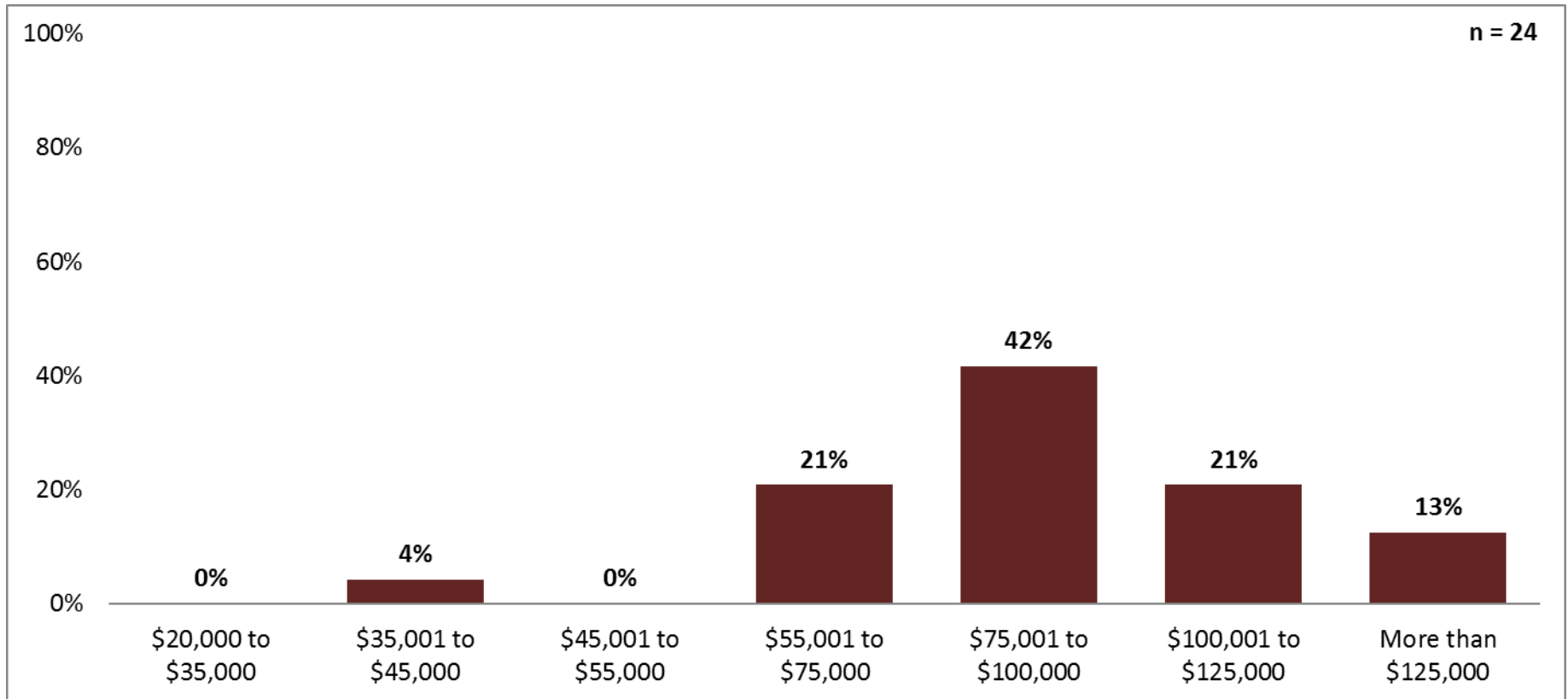


Q37. Average hourly rate to nearest dollar

The primary manager of a cultural resources division or group within a larger engineering/architectural firm who has responsibilities for strategic decisions for that company's CRM business.

# CRM Division/Department/Group Manager – 2018 Average Annual Salary

There was a wide range of salaries for group managers. Most earned more than \$75K/year.

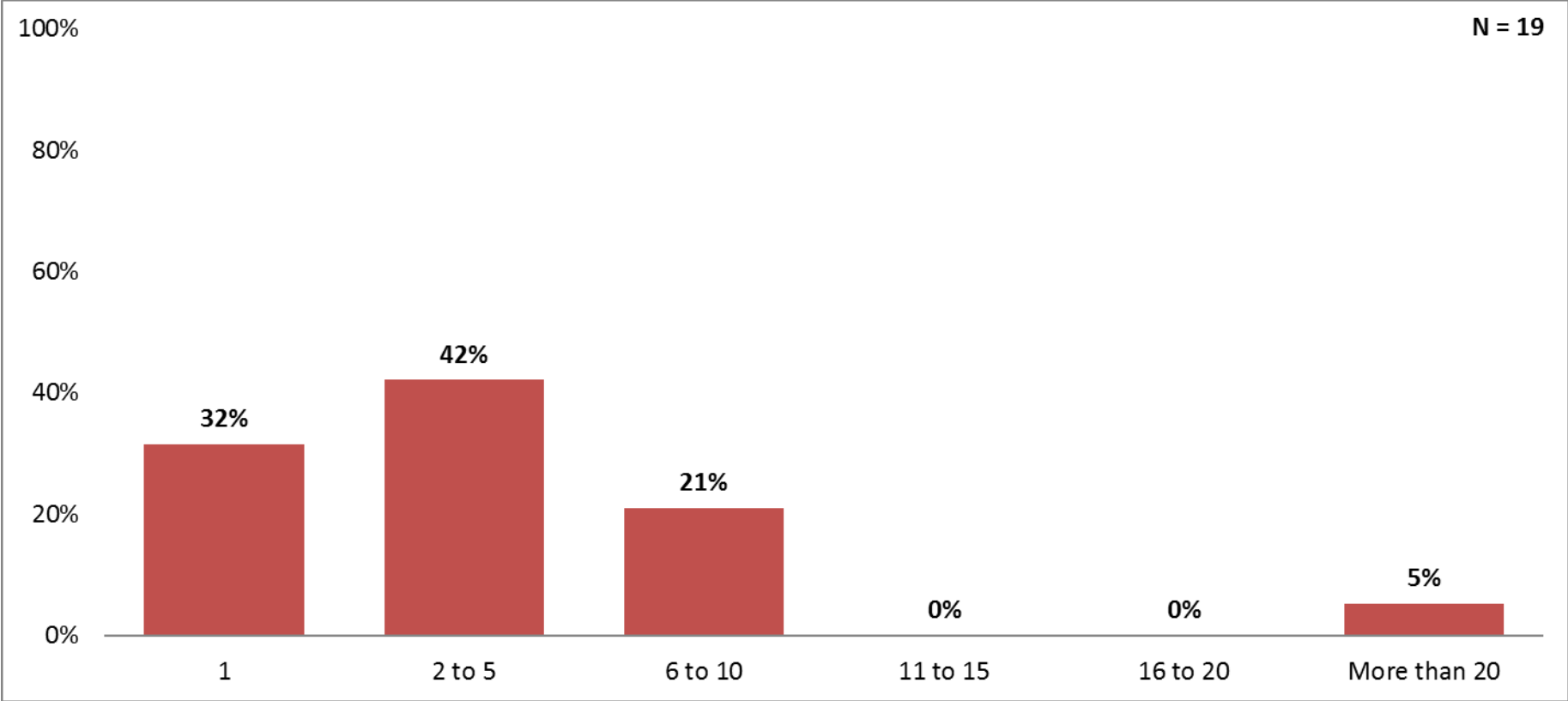


Q37. Average annual salary to nearest dollar

The primary manager of a cultural resources division or group within a larger engineering/architectural firm who has responsibilities for strategic decisions for that company's CRM business.

# Regional Office Manager 2018 Number of Employees

The number of regional office managers were spread between one and ten.

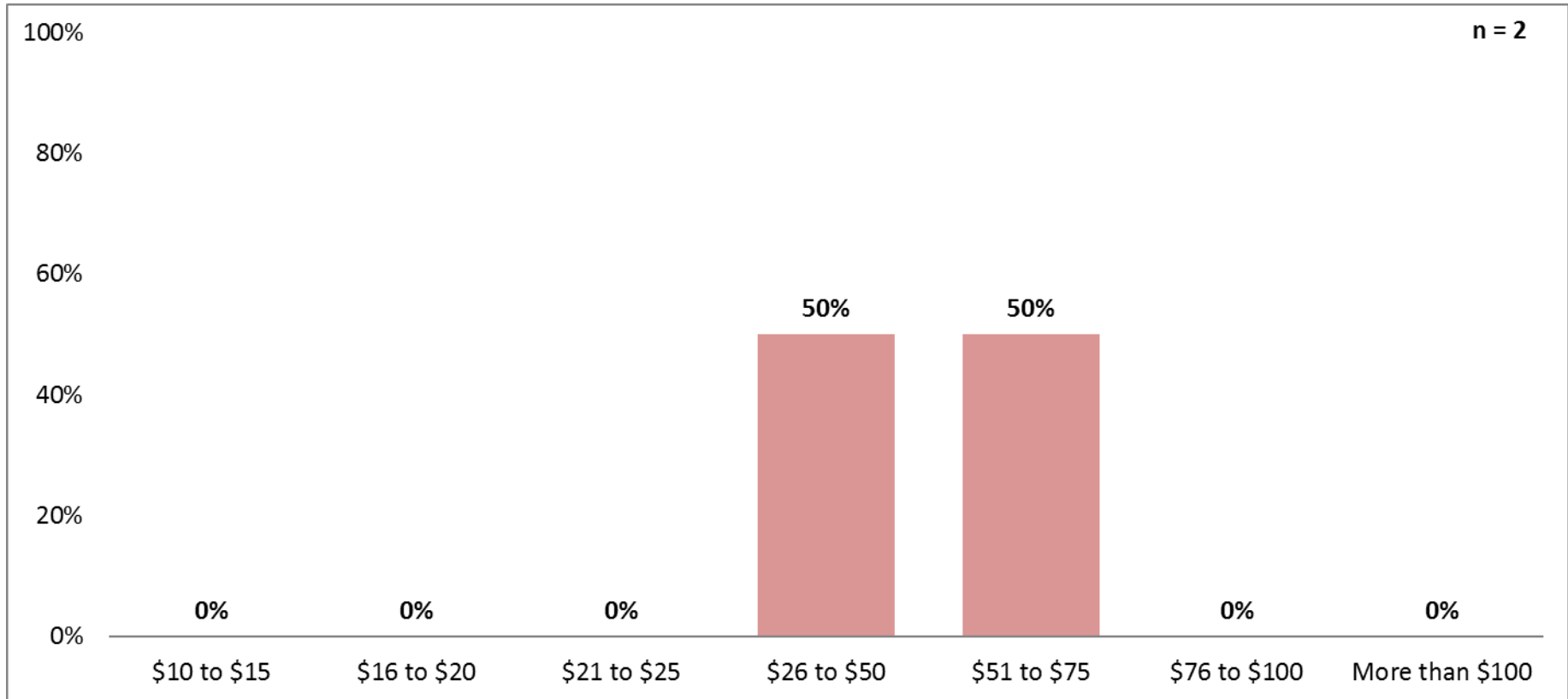


Q38. Number of employees

Responsible for the management and financial success of an office independent from the company's main headquarters.

# Regional Office Manager 2018 Average Hourly Rate

There were only two organizations that reported hourly wages for regional office managers, and their responses were not far apart.

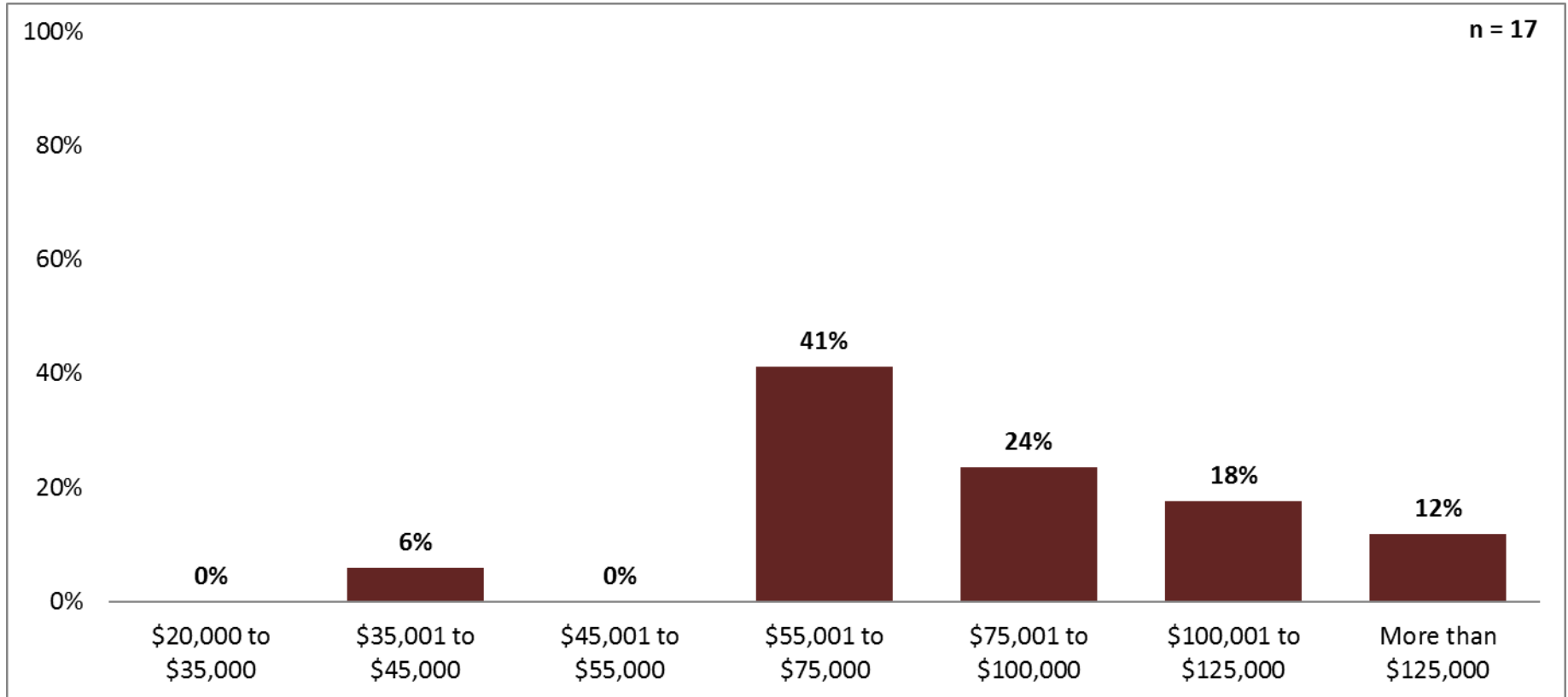


Q38. Average hourly rate to nearest dollar

Responsible for the management and financial success of an office independent from the company's main headquarters.

# Regional Office Manager 2018 Average Annual Salary

About half of regional office managers earned over \$75K/year.

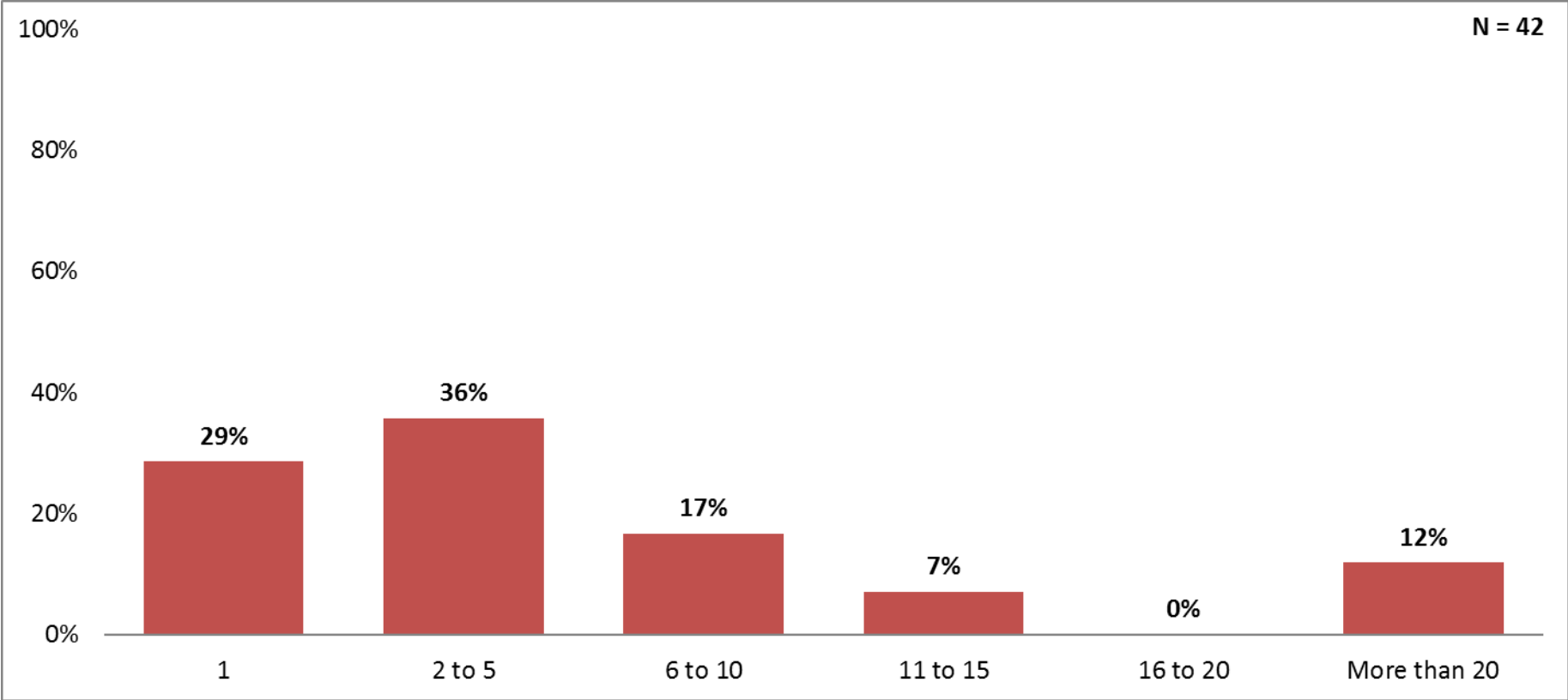


Q38. Average annual salary to nearest dollar

Responsible for the management and financial success of an office independent from the company's main headquarters.

# Project Manager 2018 Number of Employees

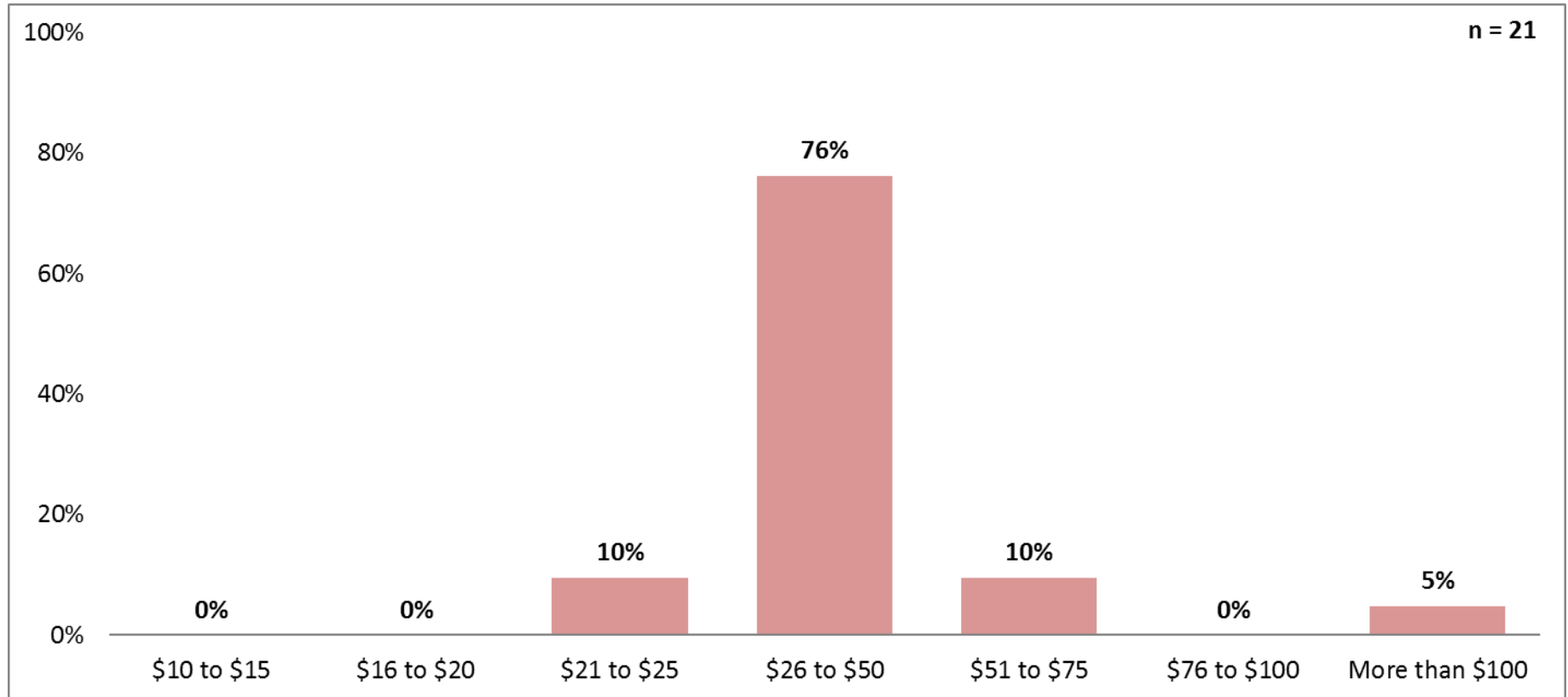
The numbers of project managers ranged a good amount, and over a third of organizations had more than five.



Q39. Number of employees  
Responsible for both project management and the technical aspects of cultural resource projects.

# Project Manager 2018 Average Hourly Rate

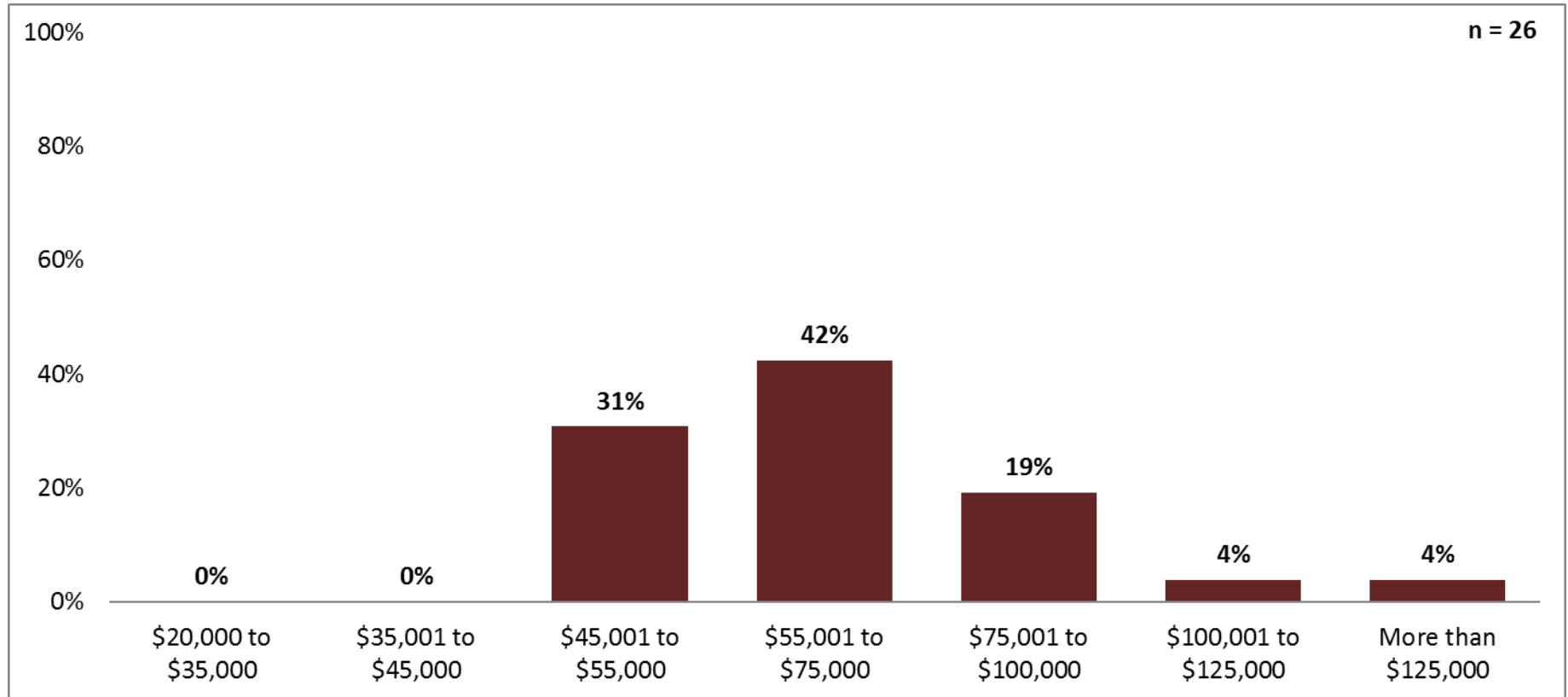
Most project managers earned over \$26 to \$50/hour.



Q39. Average hourly rate to nearest dollar  
Responsible for both project management and the technical aspects of cultural resource projects.

# Project Manager 2018 Average Annual Salary

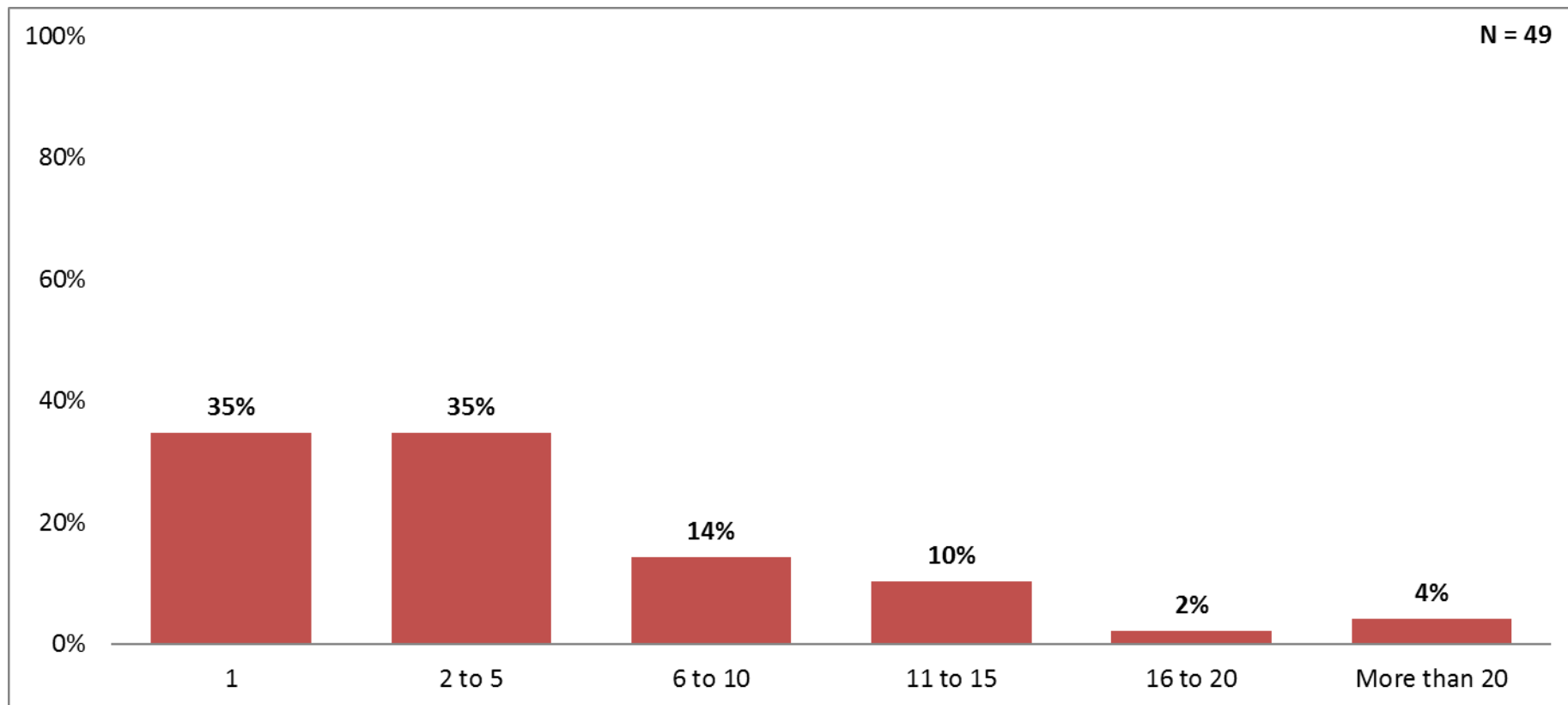
The majority of project managers had salaries more than \$55K/year.



Q39. Average annual salary to nearest dollar  
Responsible for both project management and the technical aspects of cultural resource projects.

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner – 2018 Number of Employees

The majority of organizations had five or fewer principal investigators.

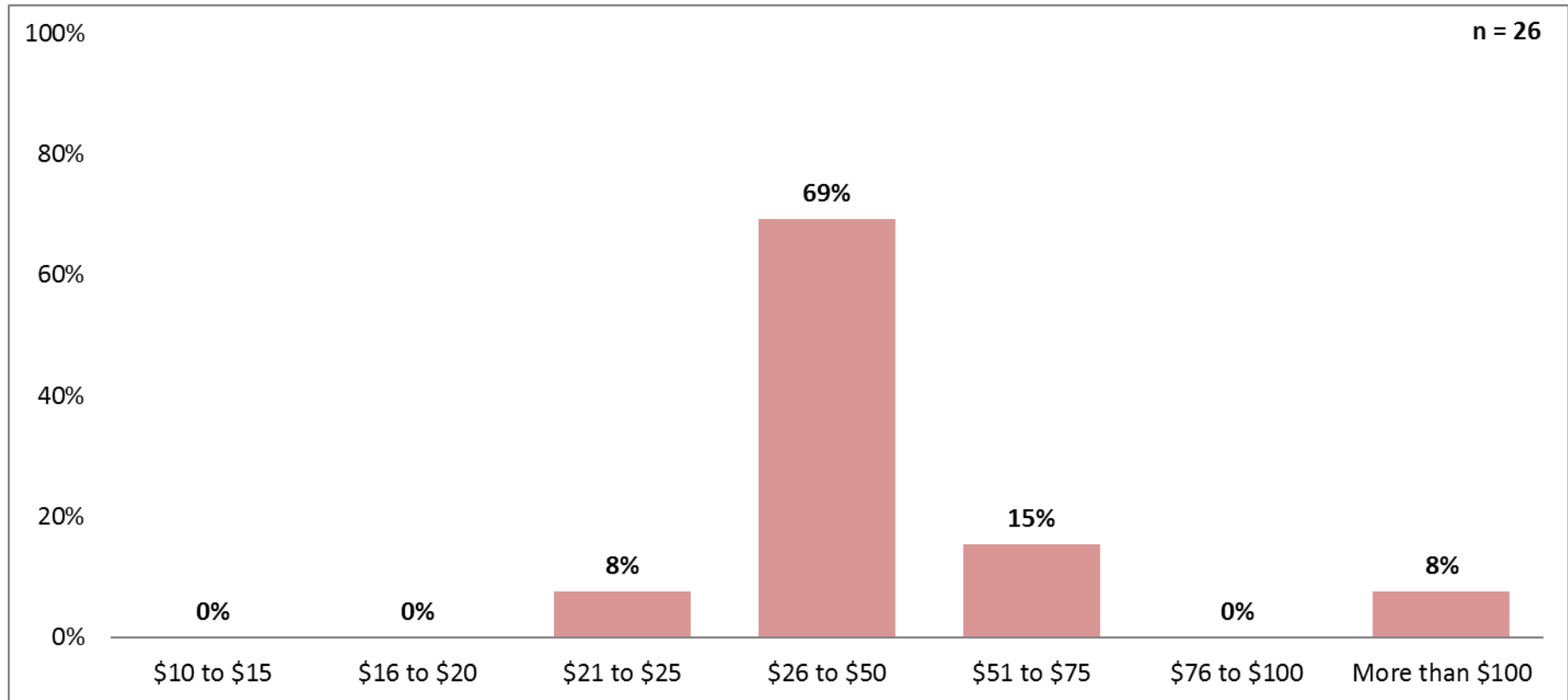


Q40. Number of employees

Responsible for the day-to-day management of cultural resource projects, assigning tasks, planning field strategy, conducting analysis and report writing.

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner – 2018 Average Hourly Rate

The majority of principal investigators earned \$26 to \$50/hour.

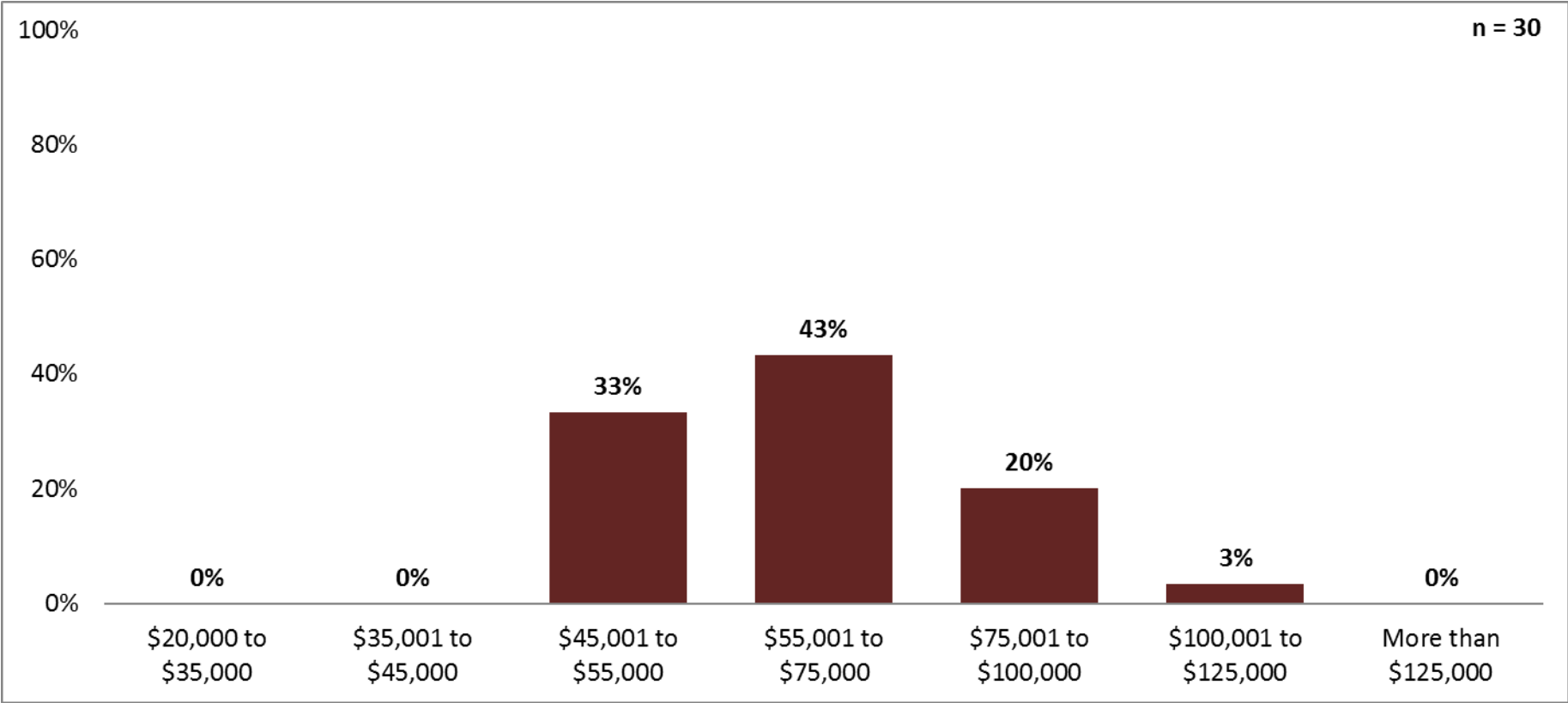


Q40. Average hourly rate to nearest dollar

Responsible for the day-to-day management of cultural resource projects, assigning tasks, planning field strategy, conducting analysis and report writing.

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian/Senior Preservation Planner – 2018 Average Annual Salary

Most principal investigators earned more than \$55K/year.

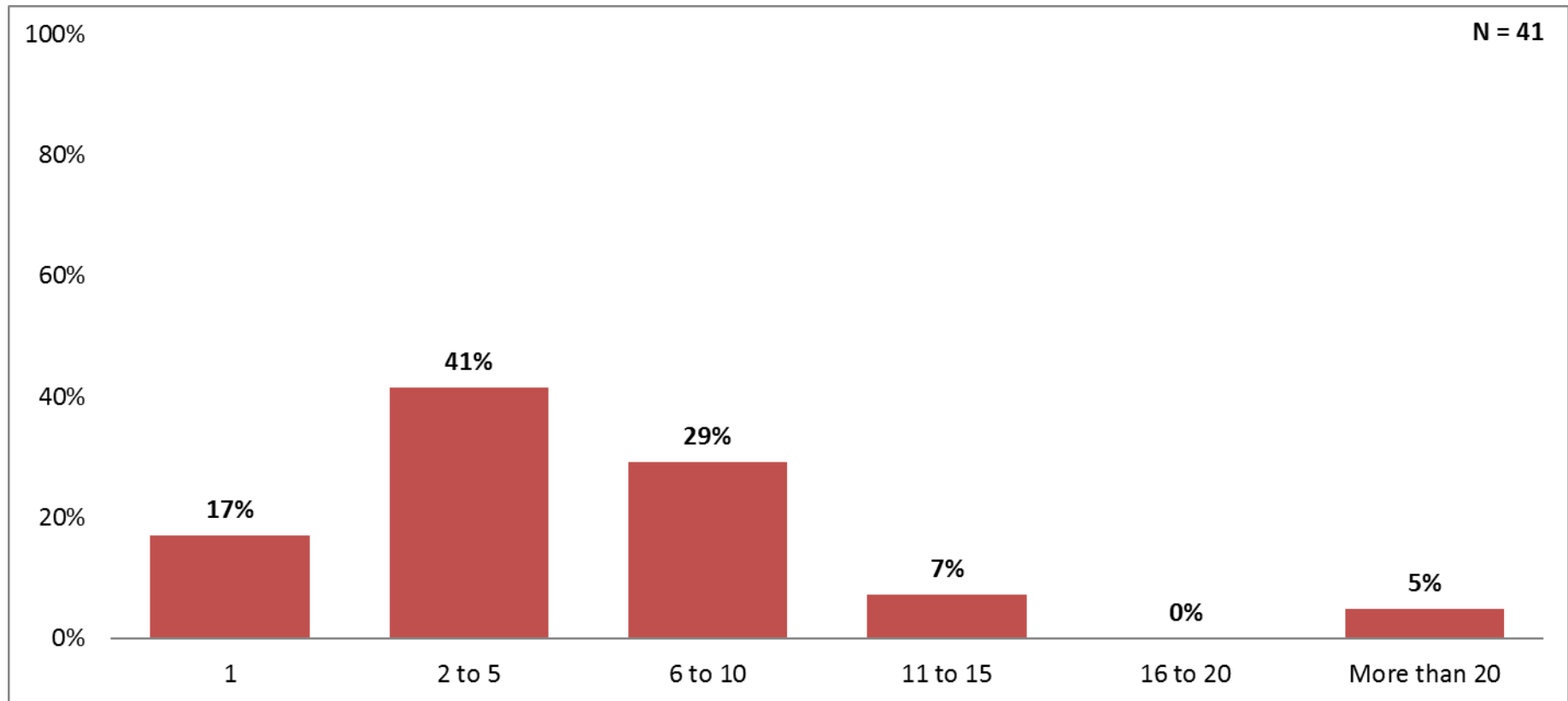


Q40. Average annual salary to nearest dollar

Responsible for the day-to-day management of cultural resource projects, assigning tasks, planning field strategy, conducting analysis and report writing.

# Archaeologist/Field Director/Project Director/ Project Archaeologist – 2018 Number of Employees

Over half of organizations had less than six archaeologists.

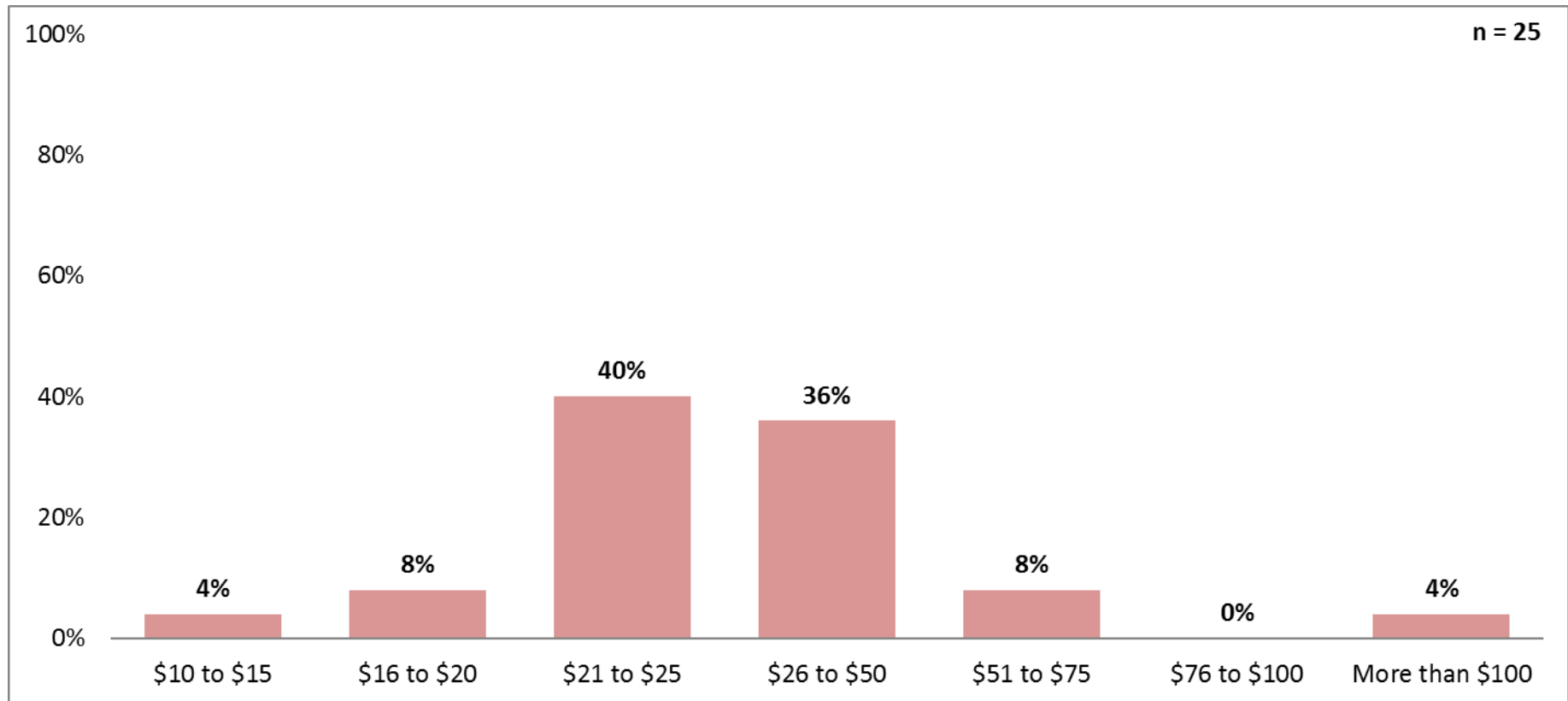


Q41. Number of employees

Responsible for the day-to-day management of simpler, less complicated projects or parts of projects, may be responsible for portions of reports and works under the supervision of a Senior Archaeologist or Principal Investigator. Meets the Secretary of Interior's standards for Archaeologist.

# Archaeologist/Field Director/Project Director/ Project Archaeologist – 2018 Average Hourly Rate

Most archaeologists earned \$21 to \$50/hour, but there was a wide spread.

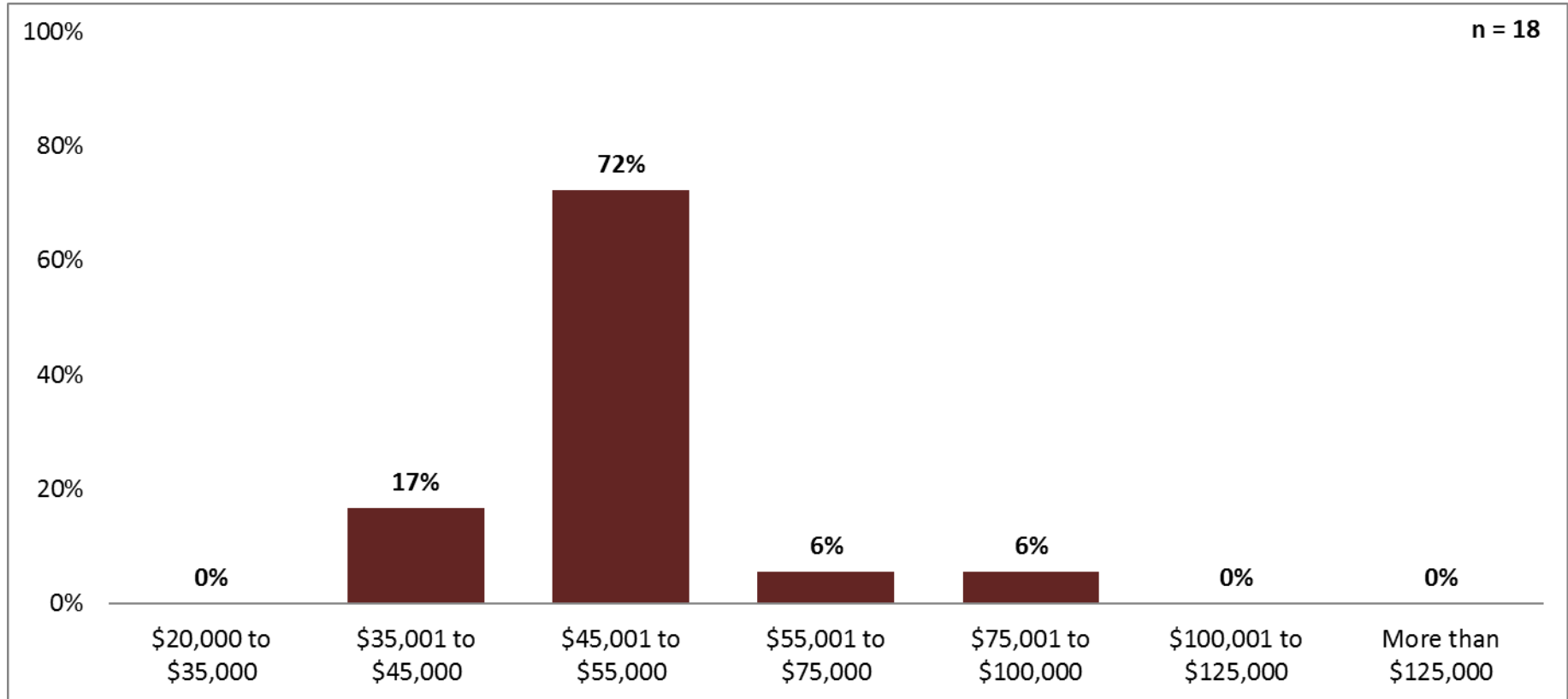


Q41. Average hourly rate to nearest dollar

Responsible for the day-to-day management of simpler, less complicated projects or parts of projects, may be responsible for portions of reports and works under the supervision of a Senior Archaeologist or Principal Investigator. Meets the Secretary of Interior's standards for Archaeologist.

# Archaeologist/Field Director/Project Director/ Project Archaeologist – 2018 Average Annual Salary

Most archaeologists earned \$45K to \$55K/year.

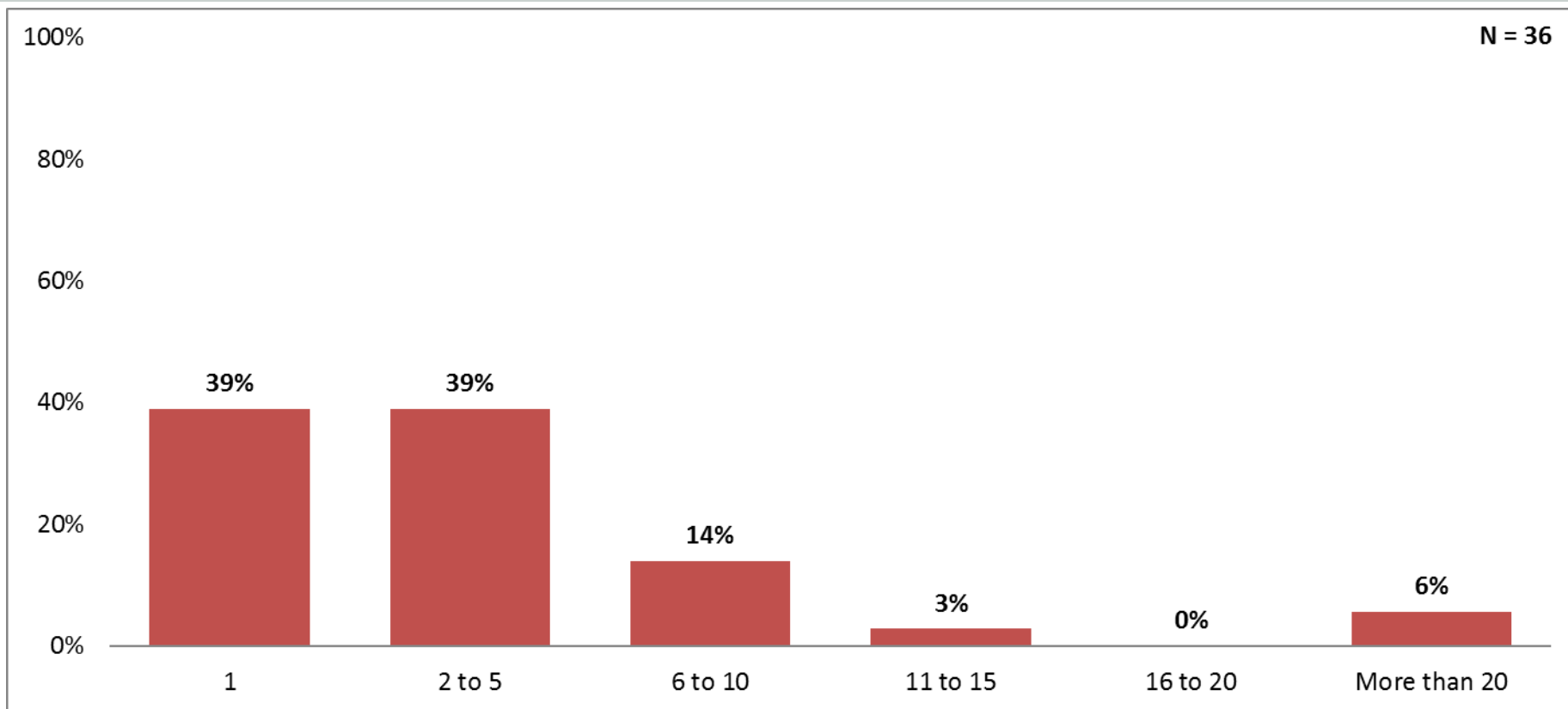


Q41. Average annual salary to nearest dollar

Responsible for the day-to-day management of simpler, less complicated projects or parts of projects, may be responsible for portions of reports and works under the supervision of a Senior Archaeologist or Principal Investigator. Meets the Secretary of Interior's standards for Archaeologist.

# Historian/Architectural Historian/ Preservation Planner – 2018 Number of Employees

Most organizations had five or fewer historians.

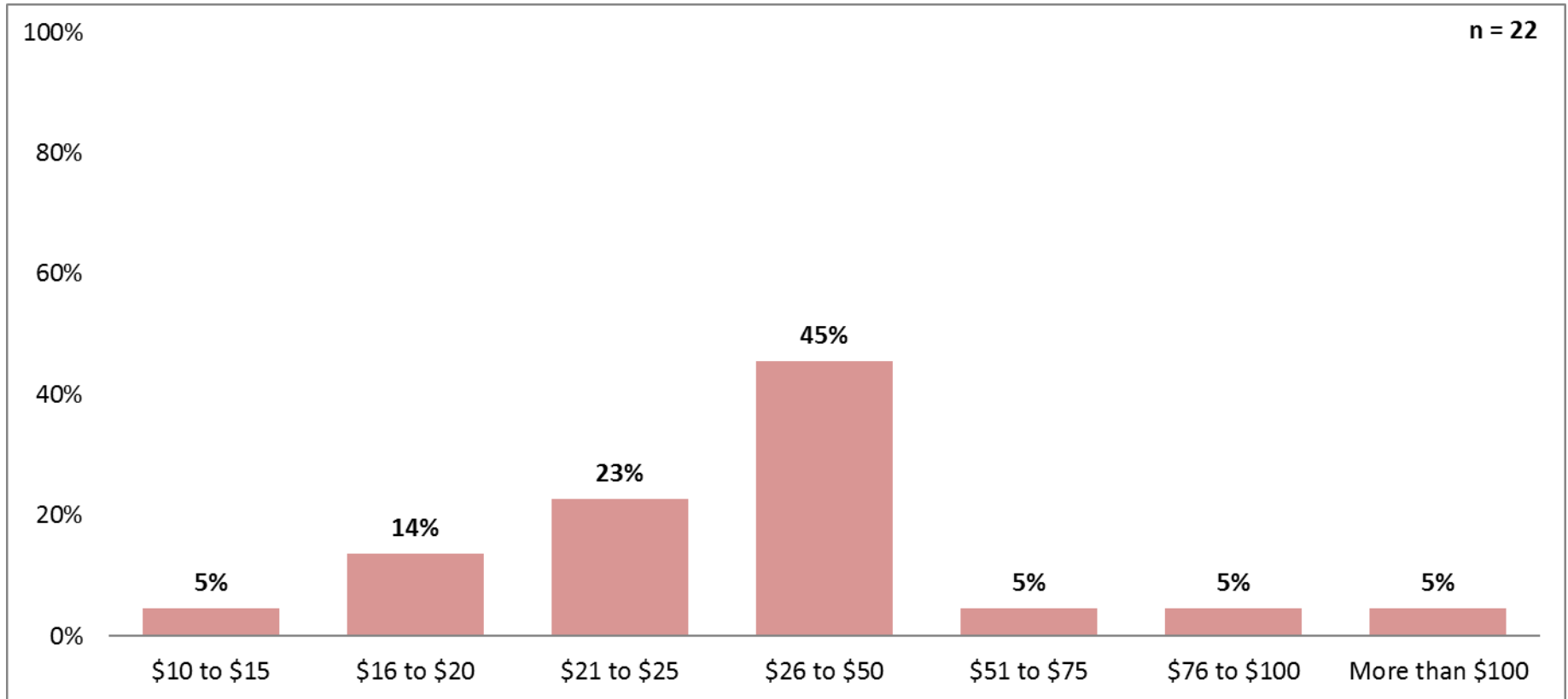


Q42. Number of employees

Responsible for supervising and/or conducting historical research and reporting CRM projects.  
Responsible to the PI for documentation and assessments of architectural and historical resources and researching and compiling National Register nominations and tax credit applications, etc.  
Meets the Secretary of Interior's personnel standards for Historian or Architectural Historian.

# Historian/Architectural Historian/ Preservation Planner – 2018 Average Hourly Rate

There was a wide spread, but nearly half of historians earned \$26 to \$50/hour.

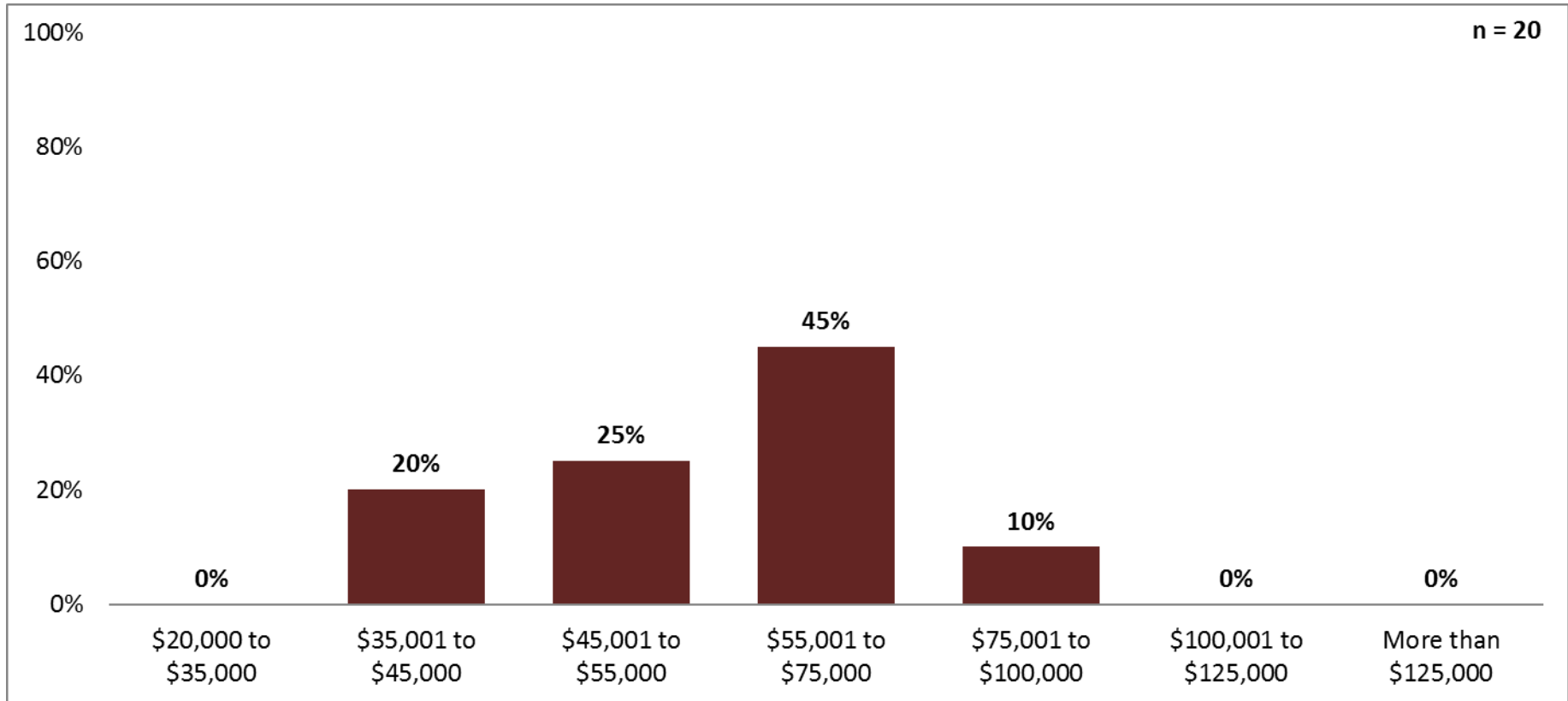


Q42. Average hourly rate to nearest dollar

Responsible for supervising and/or conducting historical research and reporting CRM projects.  
Responsible to the PI for documentation and assessments of architectural and historical resources and researching and compiling National Register nominations and tax credit applications, etc.  
Meets the Secretary of Interior's personnel standards for Historian or Architectural Historian.

# Historian/Architectural Historian/ Preservation Planner – 2018 Average Annual Salary

Nearly half of historians received salaries of \$55K to \$75K/year.

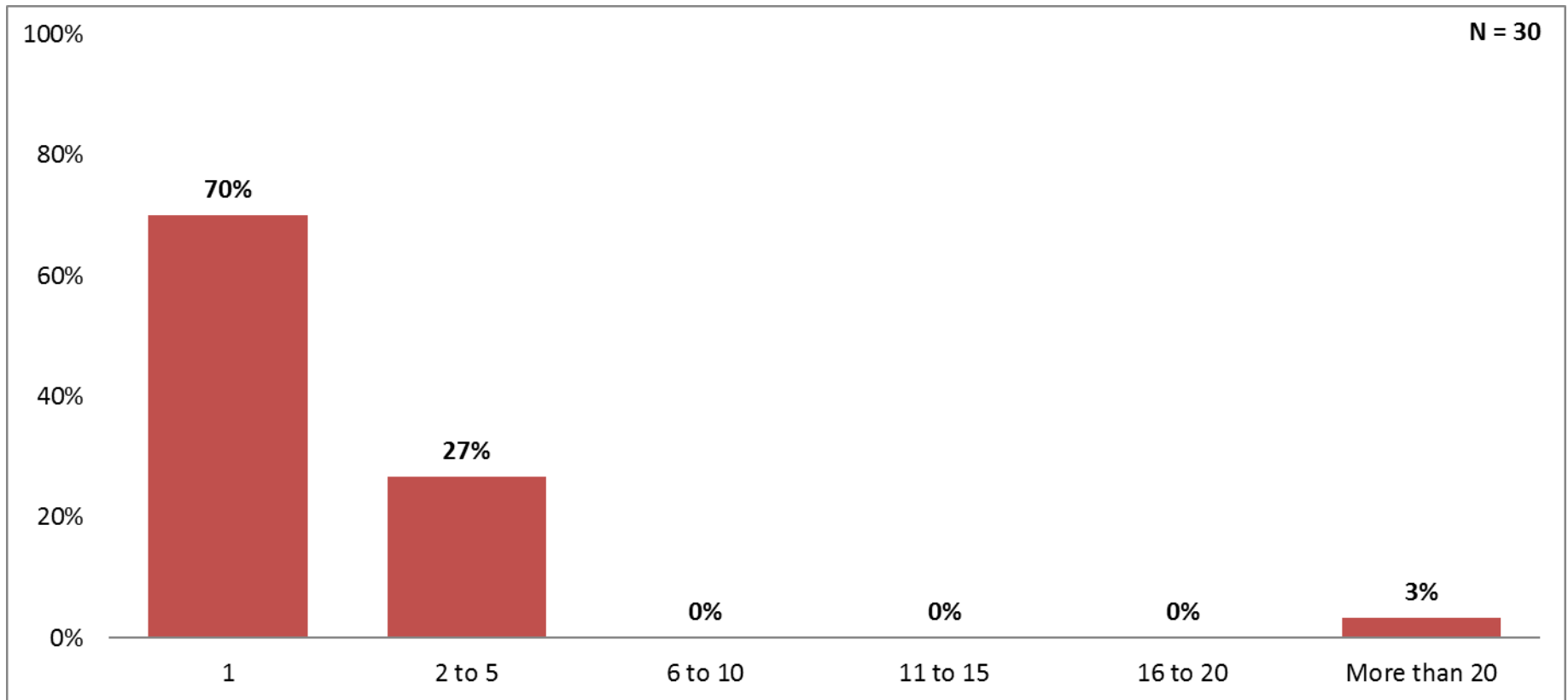


Q42. Average annual salary to nearest dollar

Responsible for supervising and/or conducting historical research and reporting CRM projects.  
Responsible to the PI for documentation and assessments of architectural and historical resources and researching and compiling National Register nominations and tax credit applications, etc.  
Meets the Secretary of Interior's personnel standards for Historian or Architectural Historian.

# Laboratory Director 2018 Number of Employees

The majority of organizations had only one laboratory director.

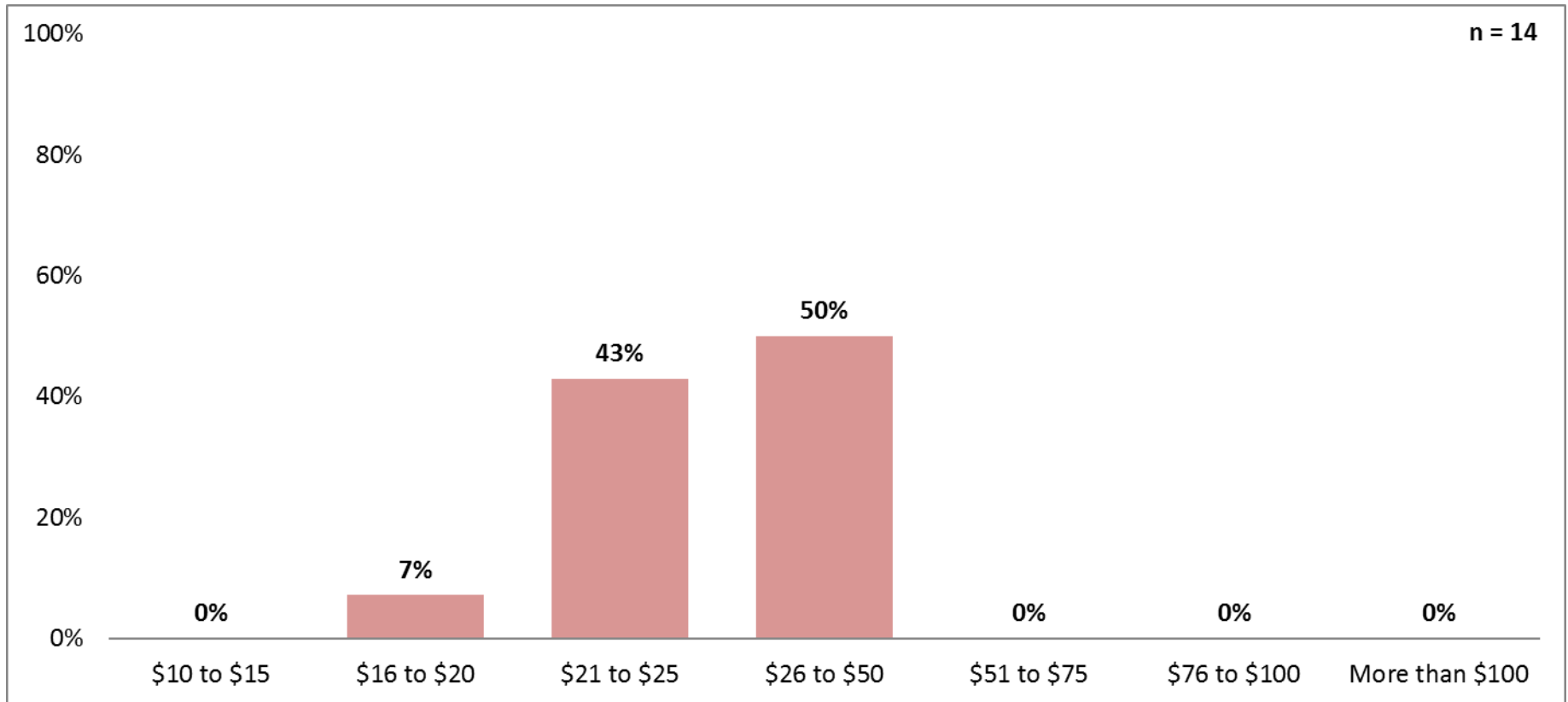


Q43. Number of employees

Primarily responsible for overseeing and managing all operations of the laboratory, including the processing, cataloging, analysis, reporting and curation of artifacts.

# Laboratory Director 2018 Average Hourly Rate

Most laboratory directors earned \$21 to \$50/hour.

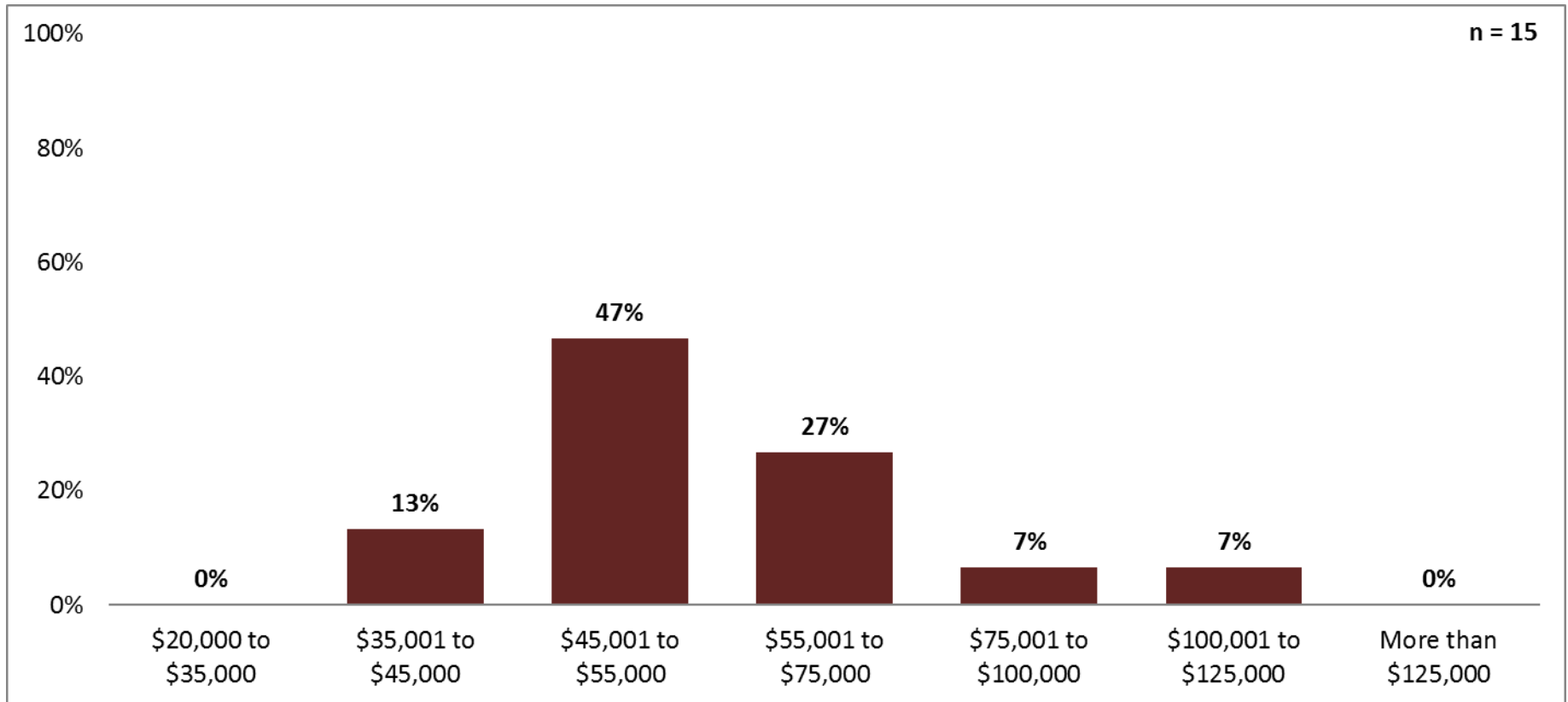


Q43. Average hourly rate to nearest dollar

Primarily responsible for overseeing and managing all operations of the laboratory, including the processing, cataloging, analysis, reporting and curation of artifacts.

# Laboratory Director 2018 Average Annual Salary

Nearly half of laboratory directors received salaries of \$45K to \$55K/year.



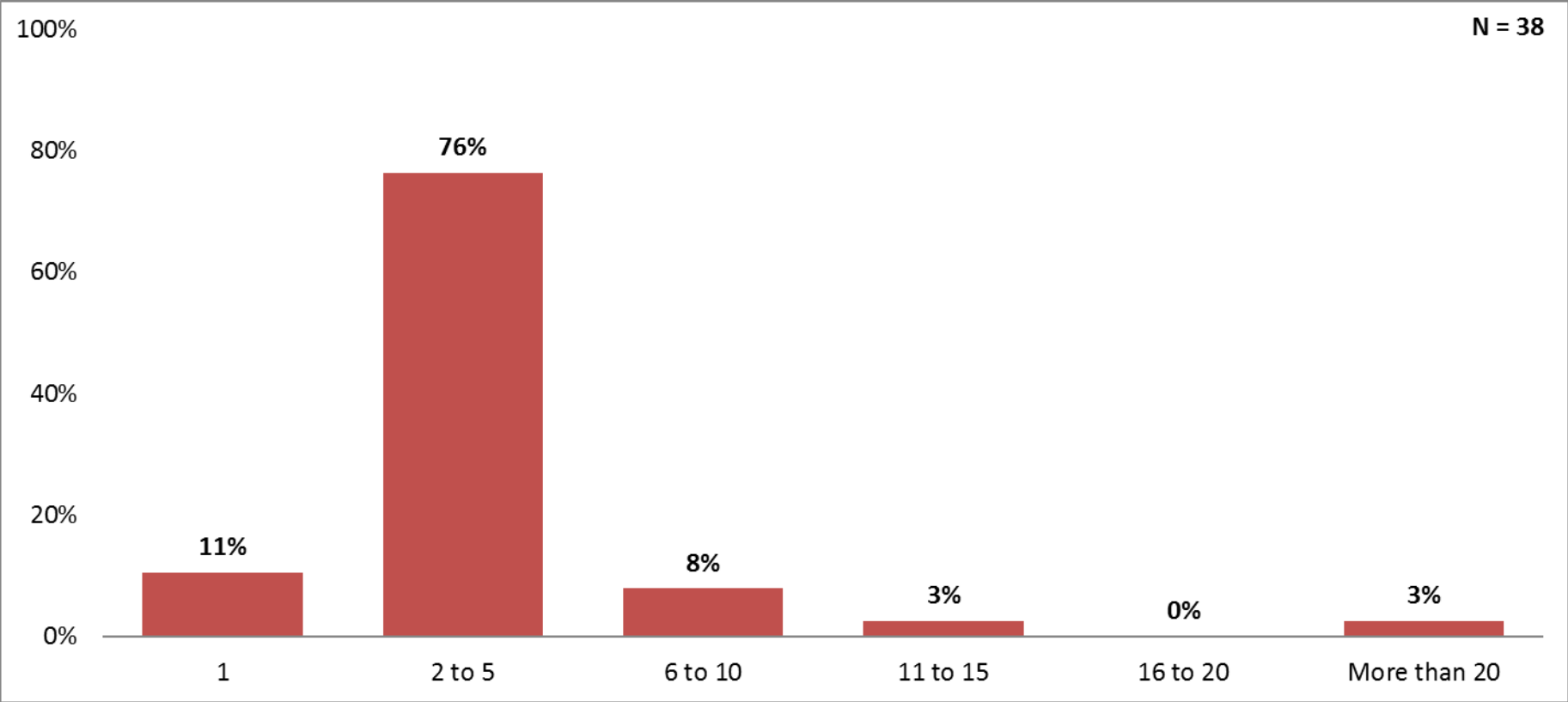
Q43. Average annual salary to nearest dollar

Primarily responsible for overseeing and managing all operations of the laboratory, including the processing, cataloging, analysis, reporting and curation of artifacts.

# Crew Chief

## 2018 Number of Employees

The majority of organizations had two to five crew chiefs.



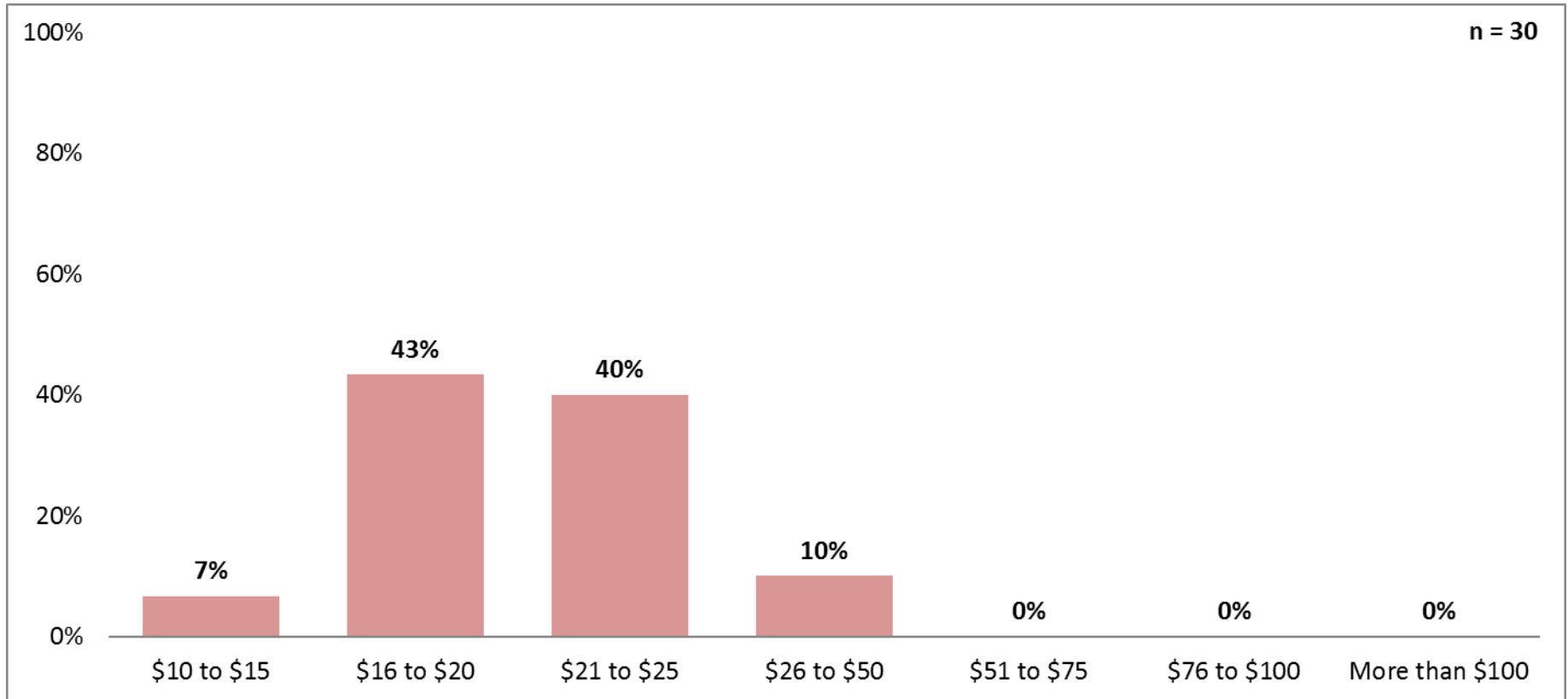
Q44. Number of employees

Serves as field supervisor of archaeological technicians and performs skilled tasks at archaeological field sites under the supervision of the Field Director/Project Director/Archaeologist/Project Archaeologist. Conducts hand excavations, walkovers and surveys, provides leadership to at least three lower-grade Archaeological Technicians, and provides leadership responsibilities that are regular and recurring. Equivalent to an “Archaeological Technician III” under the Service Contract Act.

# Crew Chief

## 2018 Average Hourly Rate

Most crew chiefs earned \$16 to \$25/hour.



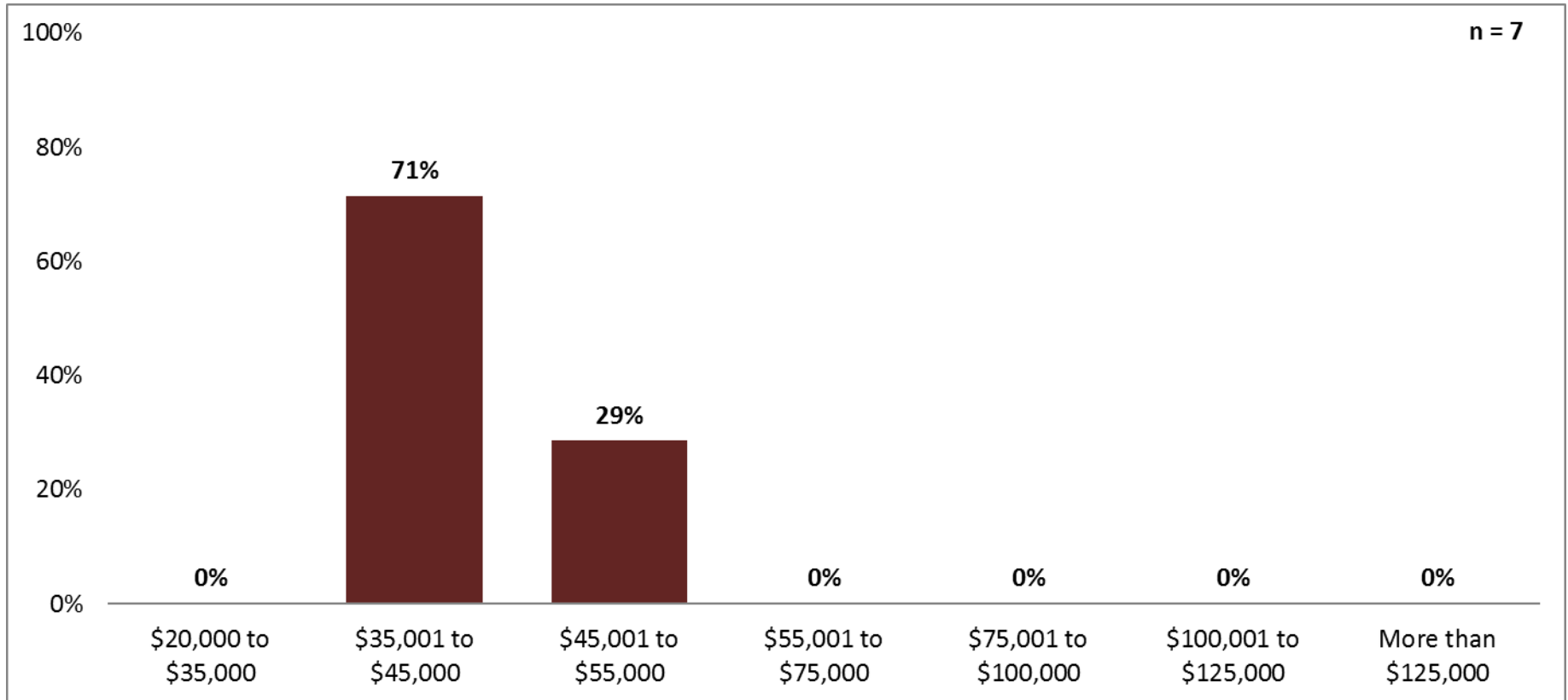
Q44. Average hourly rate to nearest dollar

Serves as field supervisor of archaeological technicians and performs skilled tasks at archaeological field sites under the supervision of the Field Director/Project Director/Archaeologist/Project Archaeologist. Conducts hand excavations, walkovers and surveys, provides leadership to at least three lower-grade Archaeological Technicians, and provides leadership responsibilities that are regular and recurring. Equivalent to an "Archaeological Technician III" under the Service Contract Act.

# Crew Chief

## 2018 Average Annual Salary

Most crew chiefs received salaries \$35K to \$45K/year.

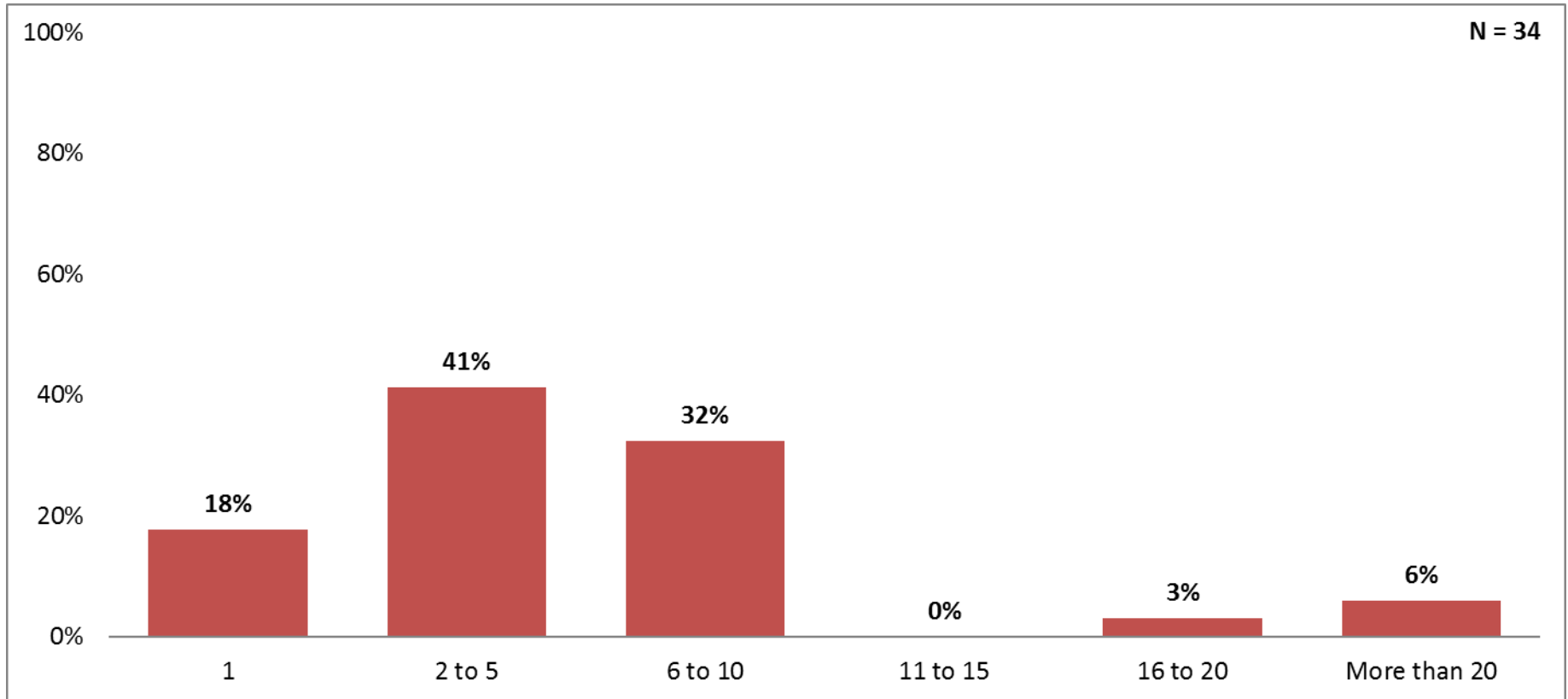


Q44. Average annual salary to nearest dollar

Serves as field supervisor of archaeological technicians and performs skilled tasks at archaeological field sites under the supervision of the Field Director/Project Director/Archaeologist/Project Archaeologist. Conducts hand excavations, walkovers and surveys, provides leadership to at least three lower-grade Archaeological Technicians, and provides leadership responsibilities that are regular and recurring. Equivalent to an "Archaeological Technician III" under the Service Contract Act.

# Senior Archaeological Technician 2018 Number of Employees

There was a wide spread of number of senior archaeological technicians in organizations.



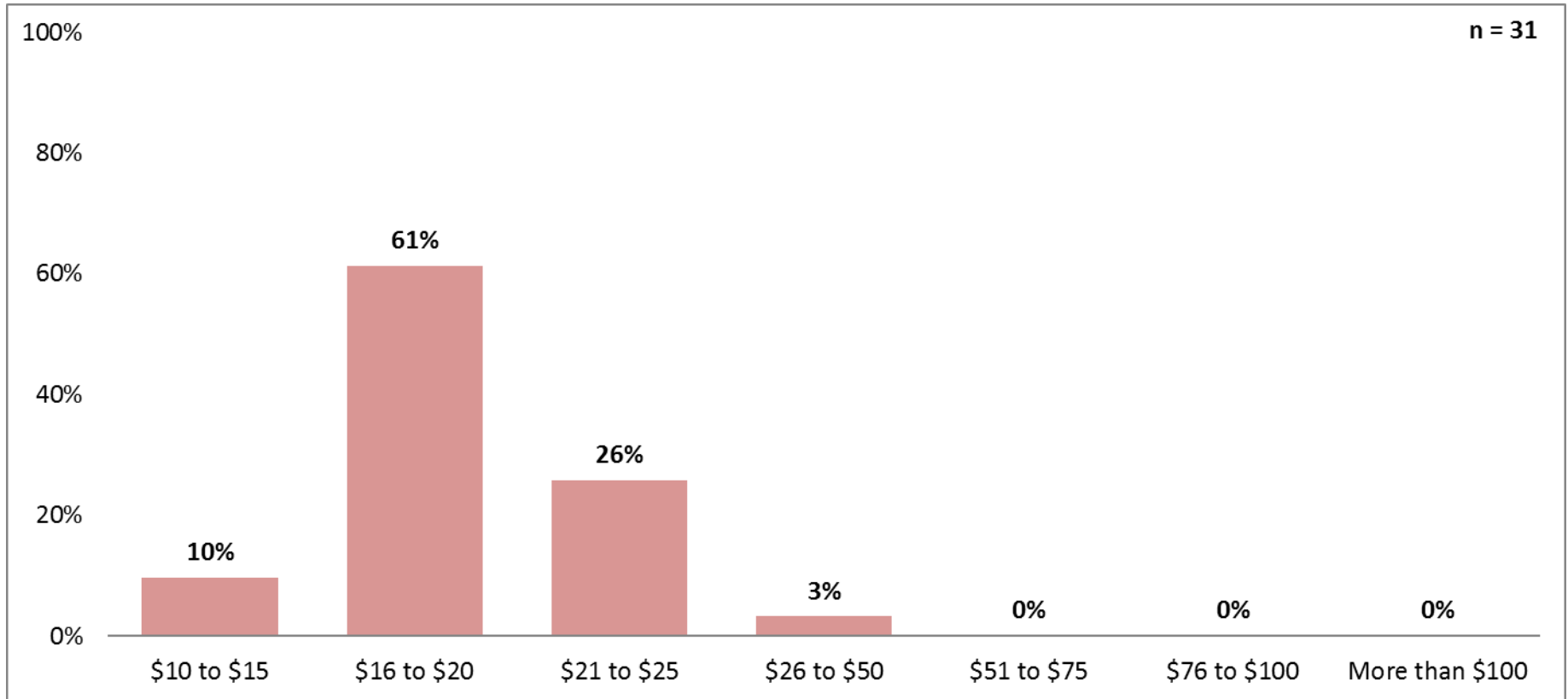
Q45. Number of employees

Under the general supervision of Field Director/Project Archaeologist/Archaeologist/Project Director or Crew Chief, performs skilled tasks. Tasks include surveying, excavation, mapping and recordation of information on standard forms, flotation of soil samples, research of reference material, and identifying and recording sites.

May be equivalent to an "Archaeological Technician II" under the Service Contract Act.

# Senior Archaeological Technician 2018 Average Hourly Rate

Most senior archaeological technicians earned \$16 to \$25/hour.



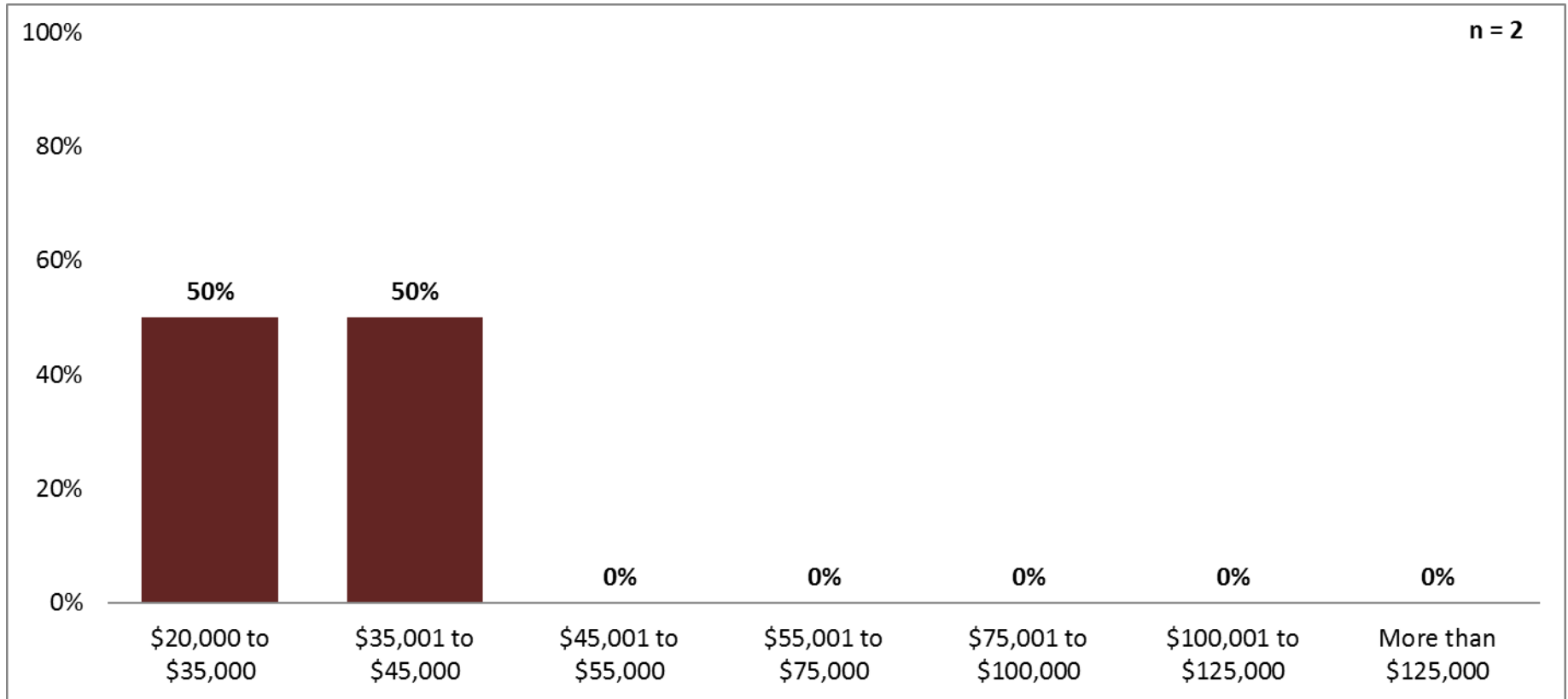
Q45. Average hourly rate to nearest dollar

Under the general supervision of Field Director/Project Archaeologist/Archaeologist/Project Director or Crew Chief, performs skilled tasks. Tasks include surveying, excavation, mapping and recordation of information on standard forms, flotation of soil samples, research of reference material, and identifying and recording sites.

May be equivalent to an "Archaeological Technician II" under the Service Contract Act.

# Senior Archaeological Technician 2018 Average Annual Salary

Senior archaeological technicians earned \$45K/year or less.



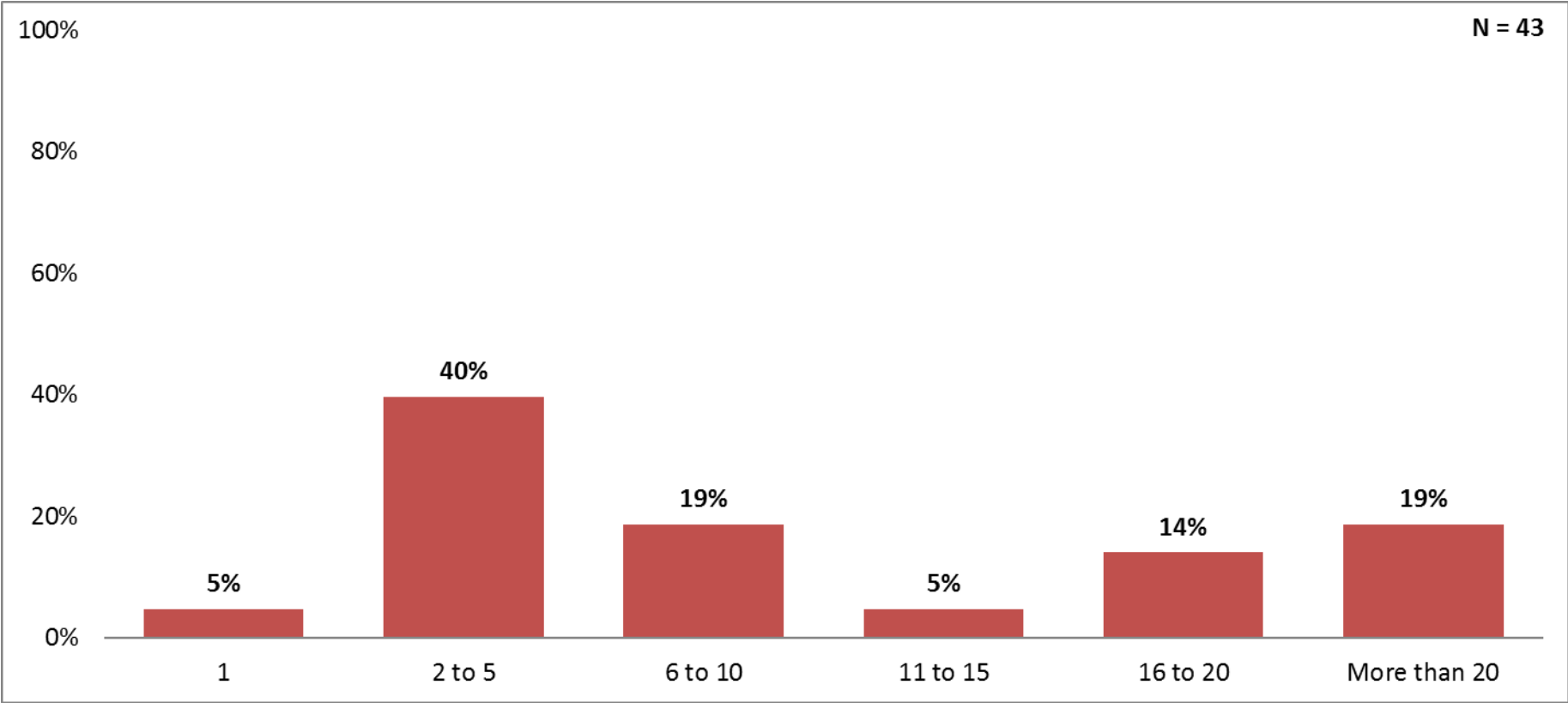
Q45. Average annual salary to nearest dollar

Under the general supervision of Field Director/Project Archaeologist/Archaeologist/Project Director or Crew Chief, performs skilled tasks. Tasks include surveying, excavation, mapping and recordation of information on standard forms, flotation of soil samples, research of reference material, and identifying and recording sites.

May be equivalent to an "Archaeological Technician II" under the Service Contract Act.

# Archaeological Technician 2018 Number of Employees

There was a wide spread for number of archaeological technicians per organization.

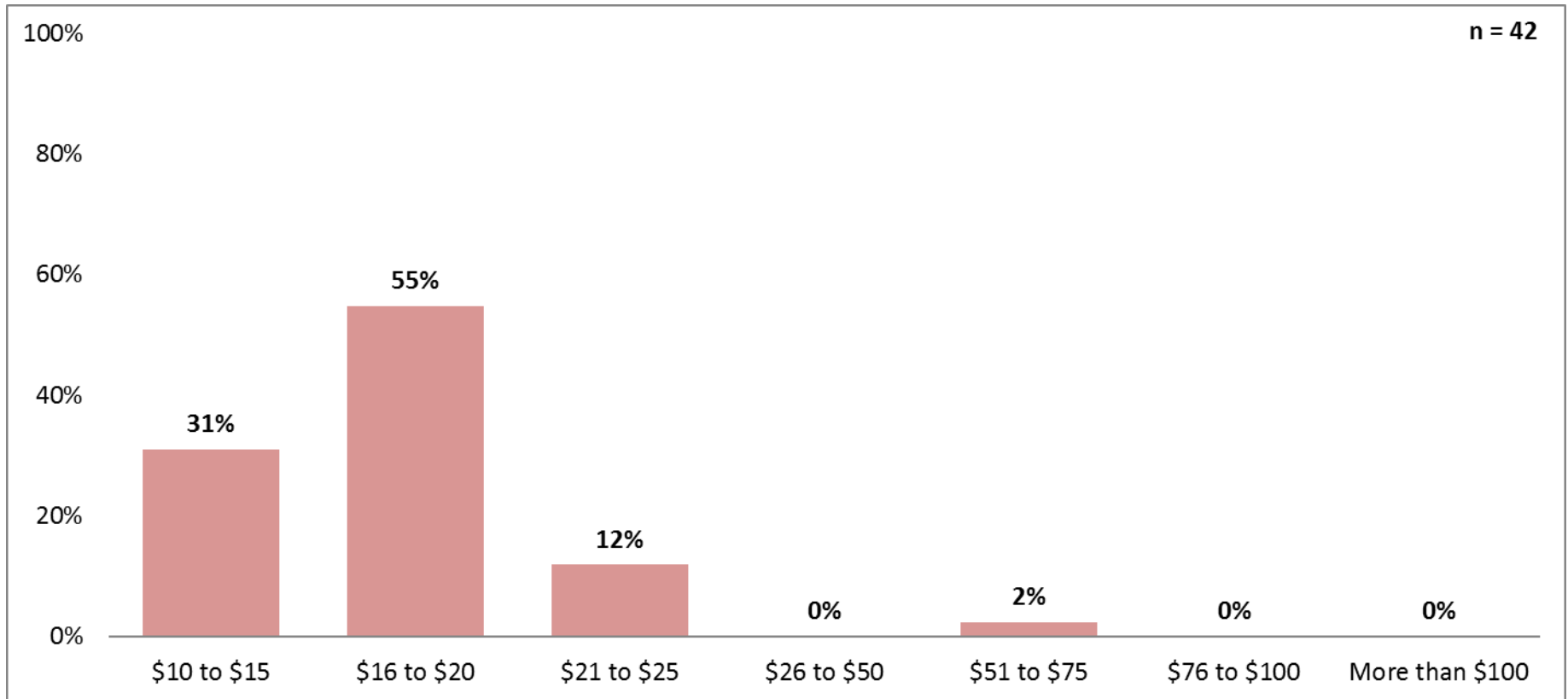


Q46. Number of employees

Under direct supervision of a crew chief, performs unskilled and semi-skilled tasks at archaeological field sites. Equivalent to “Crew” or under the Service Contract Act would be “Archaeological Technician I.”

# Archaeological Technician 2018 Average Hourly Rate

Most archaeological technicians earned \$20/hour or less.



Q46. Average hourly rate to nearest dollar

Under direct supervision of a crew chief, performs unskilled and semi-skilled tasks at archaeological field sites.  
Equivalent to "Crew" or under the Service Contract Act would be "Archaeological Technician I."

# Archaeological Technician 2018 Average Annual Salary

No organizations reported salaries for archaeological technicians.

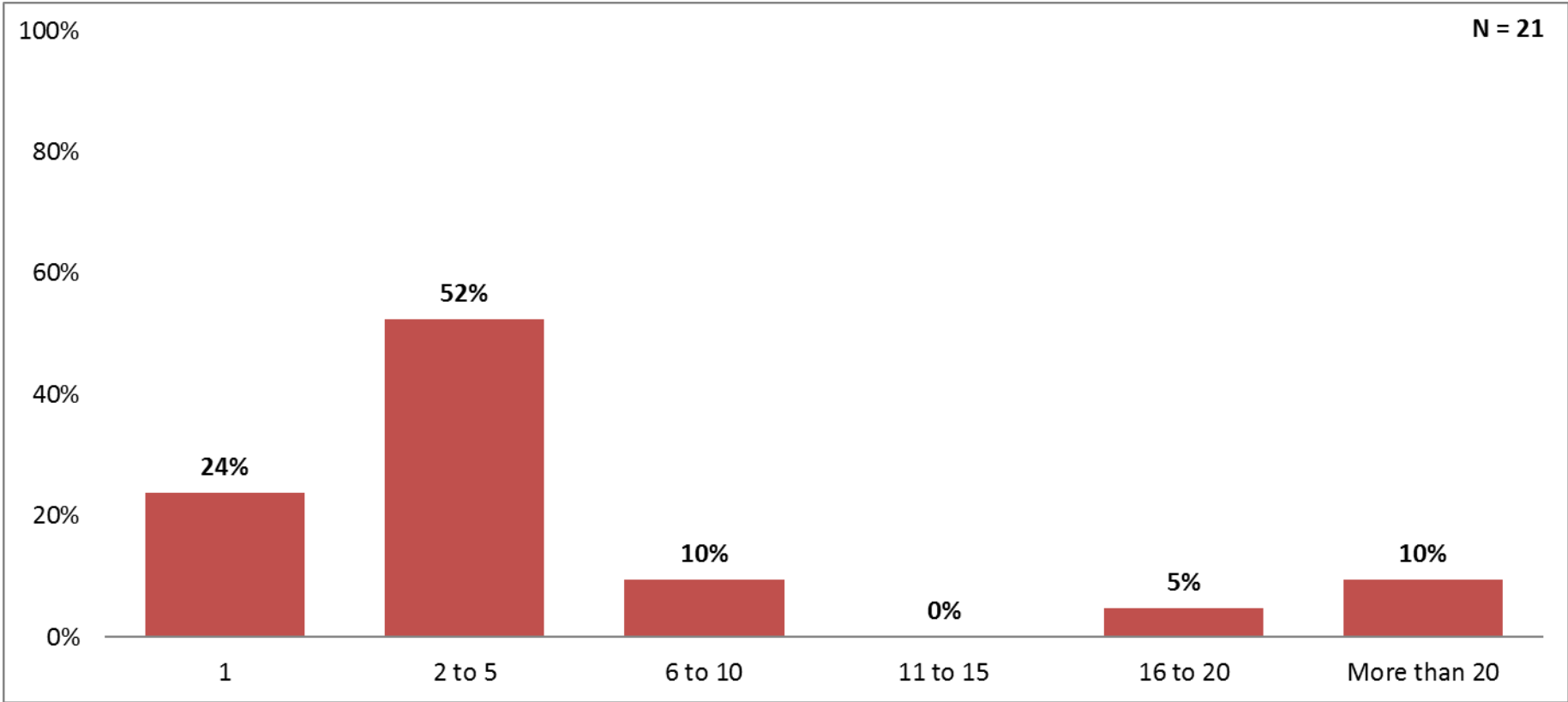
Q46. Average annual salary to nearest dollar

Under direct supervision of a crew chief, performs unskilled and semi-skilled tasks at archaeological field sites.

Equivalent to "Crew" or under the Service Contract Act would be "Archaeological Technician I."

# Laboratory Technician 2018 Number of Employees

The majority of organizations had five or fewer laboratory technicians.

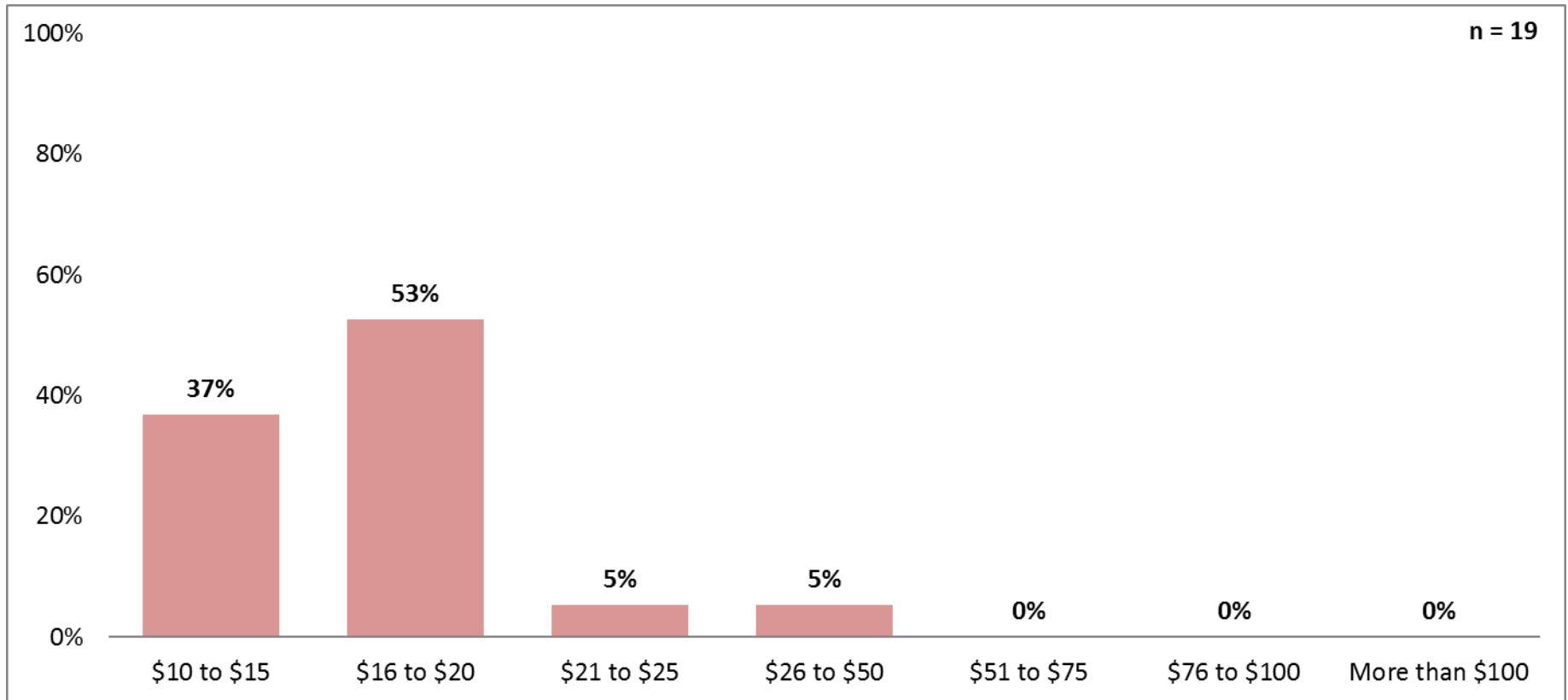


Q47. Number of employees

Responsible for the processing and identification of artifacts and samples and maintenance of laboratory facilities and equipment.

# Laboratory Technician 2018 Average Hourly Rate

The majority of laboratory technicians earned \$20/hour or less.

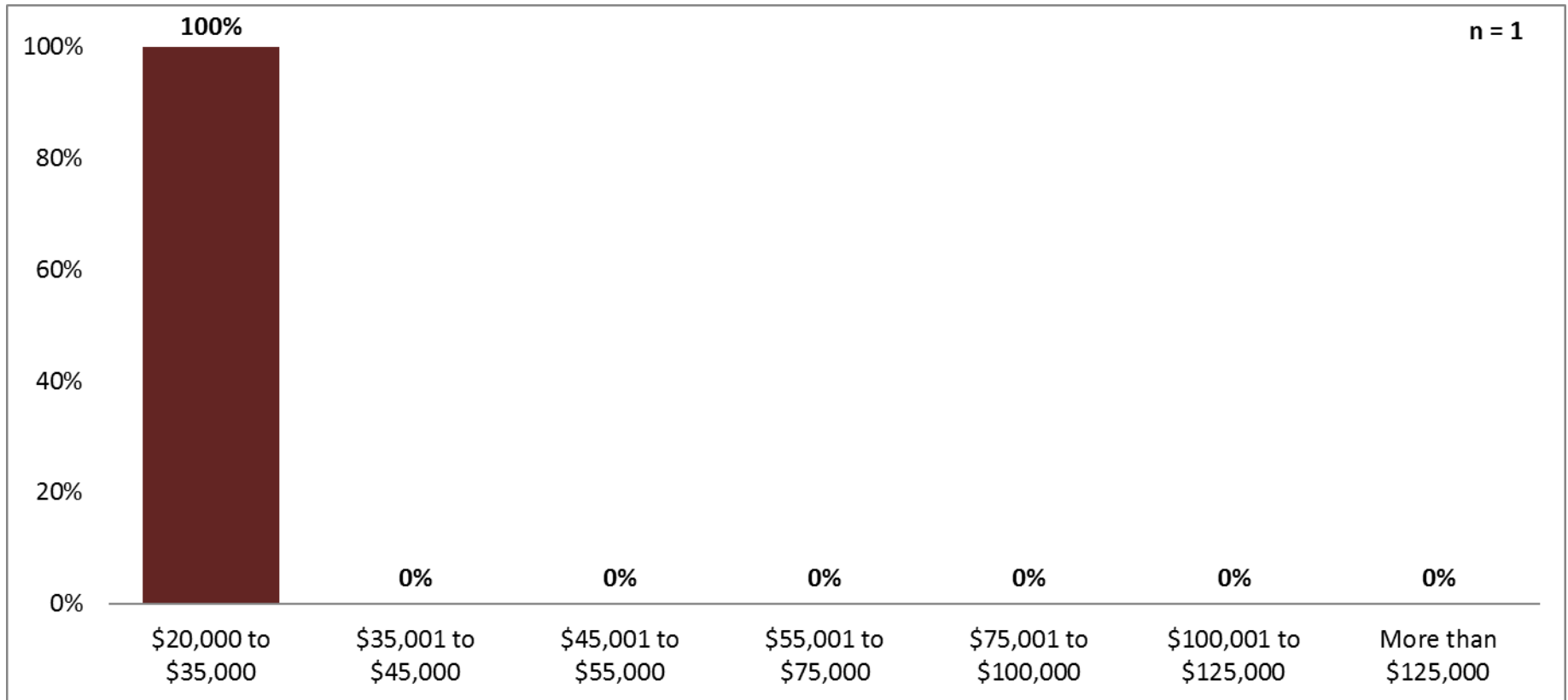


Q47. Average hourly rate to nearest dollar

Responsible for the processing and identification of artifacts and samples and maintenance of laboratory facilities and equipment.

# Laboratory Technician 2018 Average Annual Salary

There was only one organization that reported a salary for a laboratory technician.

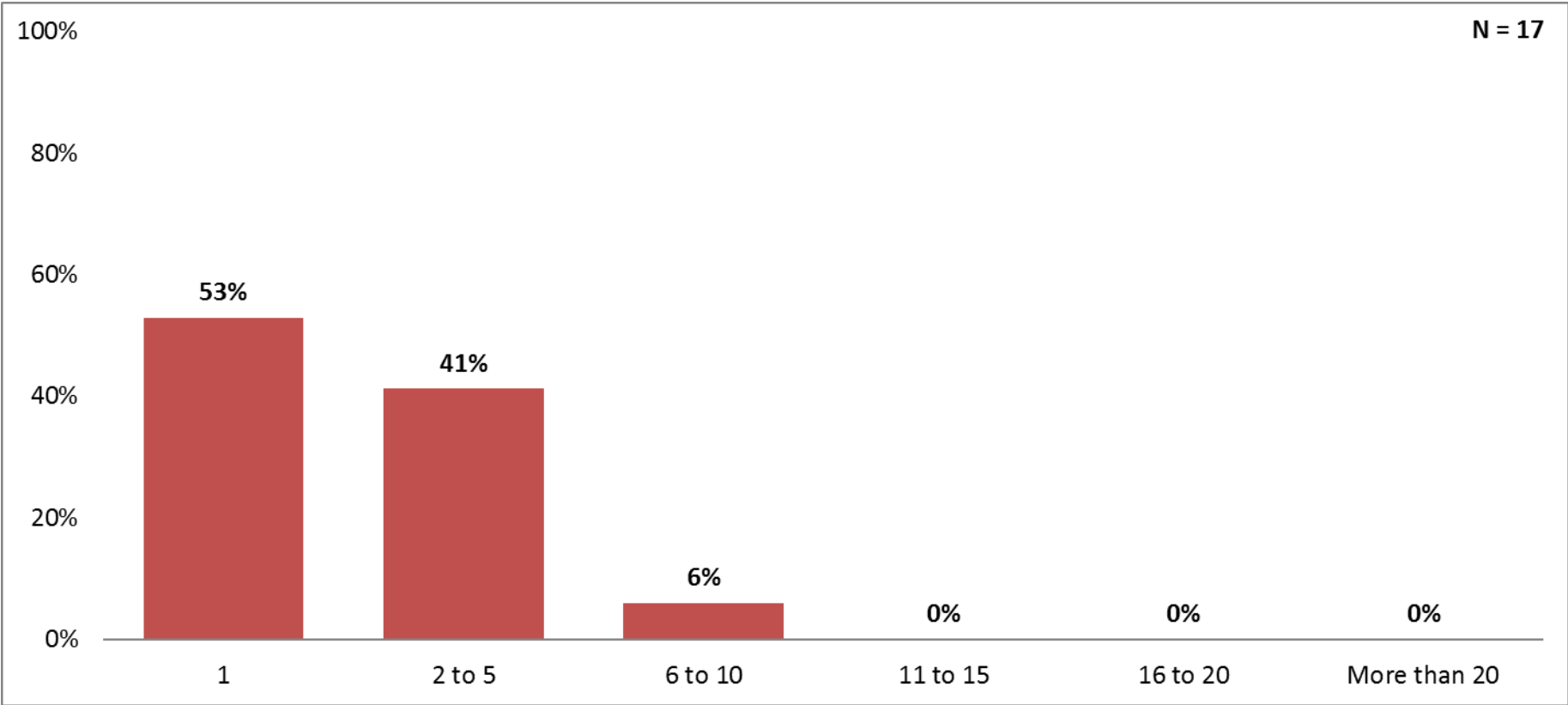


Q47. Average annual salary to nearest dollar

Responsible for the processing and identification of artifacts and samples and maintenance of laboratory facilities and equipment.

# Graphic Artist 2018 Number of Employees

Most organizations had five or fewer graphic artists.

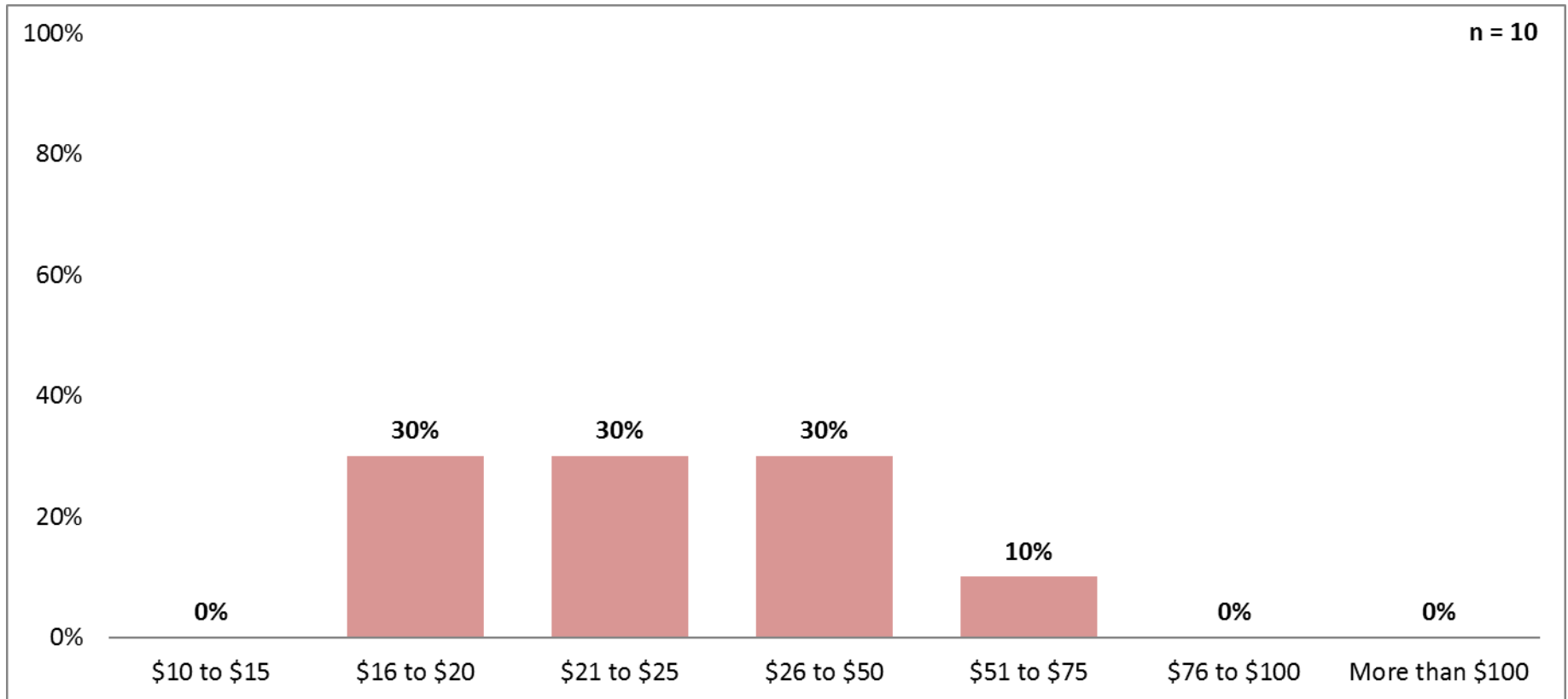


Q48. Number of employees

Responsible for the production of graphic art, as assigned by the graphic arts director or other supervisor.

# Graphic Artist 2018 Average Hourly Rate

The hourly rate for graphic artists ranged a large amount.

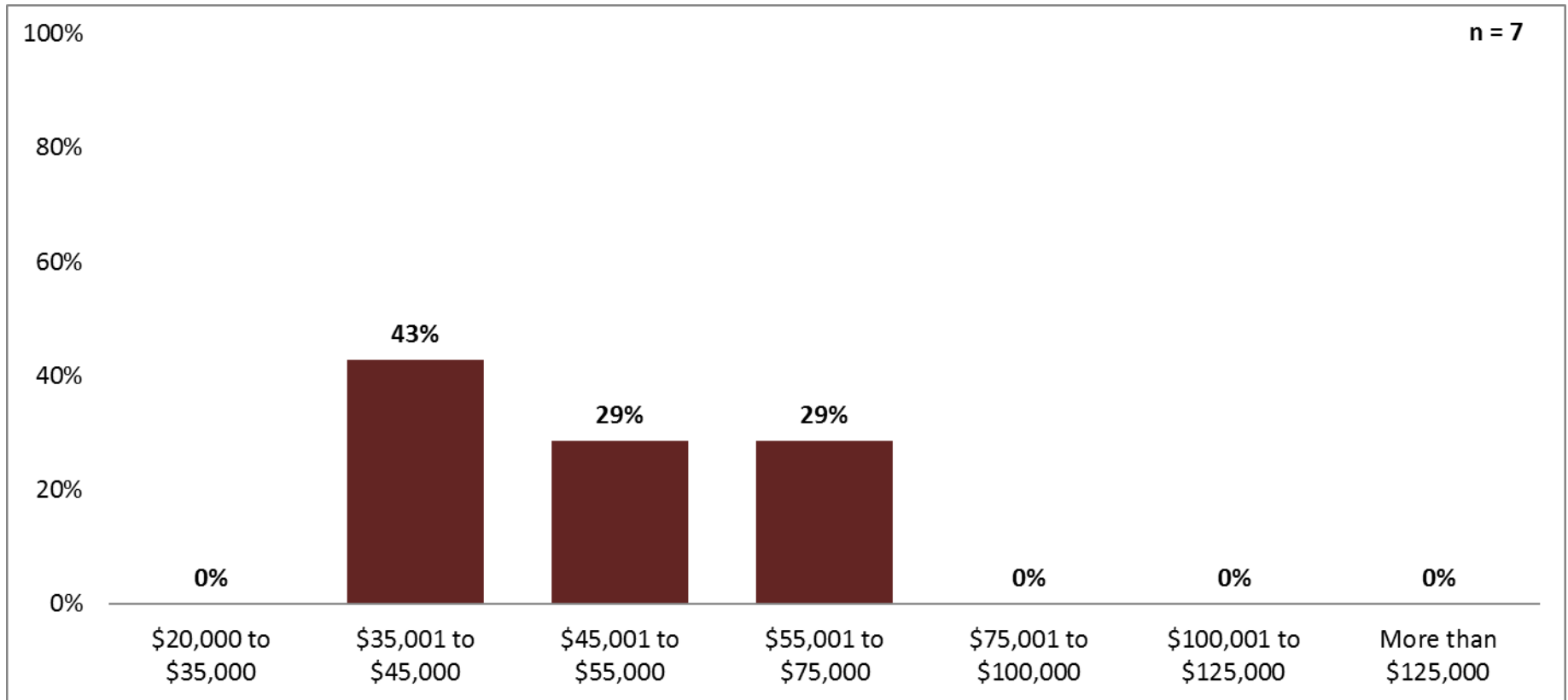


Q48. Average hourly rate to nearest dollar

Responsible for the production of graphic art, as assigned by the graphic arts director or other supervisor.

# Graphic Artist 2018 Average Annual Salary

Graphic artists earned salaries of anywhere from \$35K to \$75K/year.



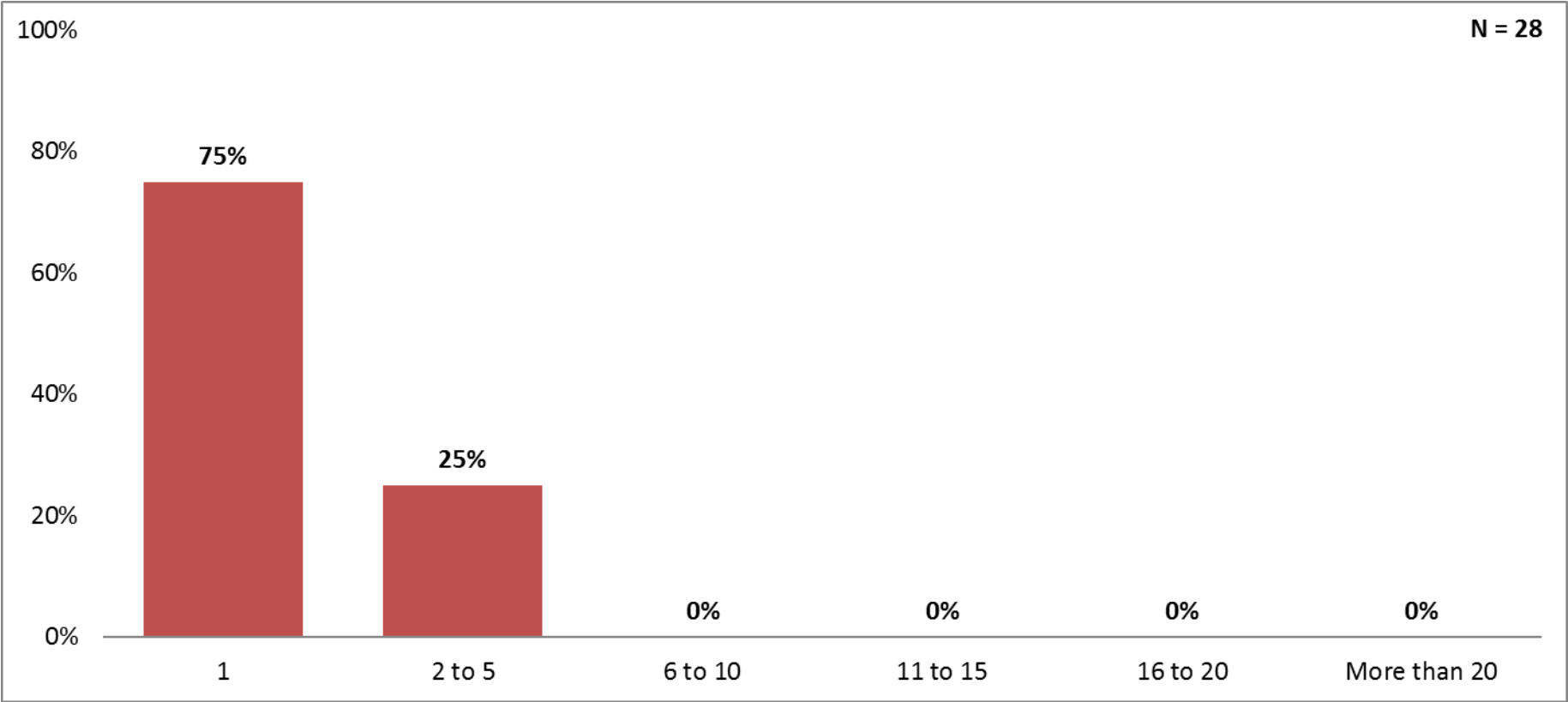
Q48. Average annual salary to nearest dollar

Responsible for the production of graphic art, as assigned by the graphic arts director or other supervisor.

# Editor

## 2018 Number of Employees

The majority of organizations had only one editor.

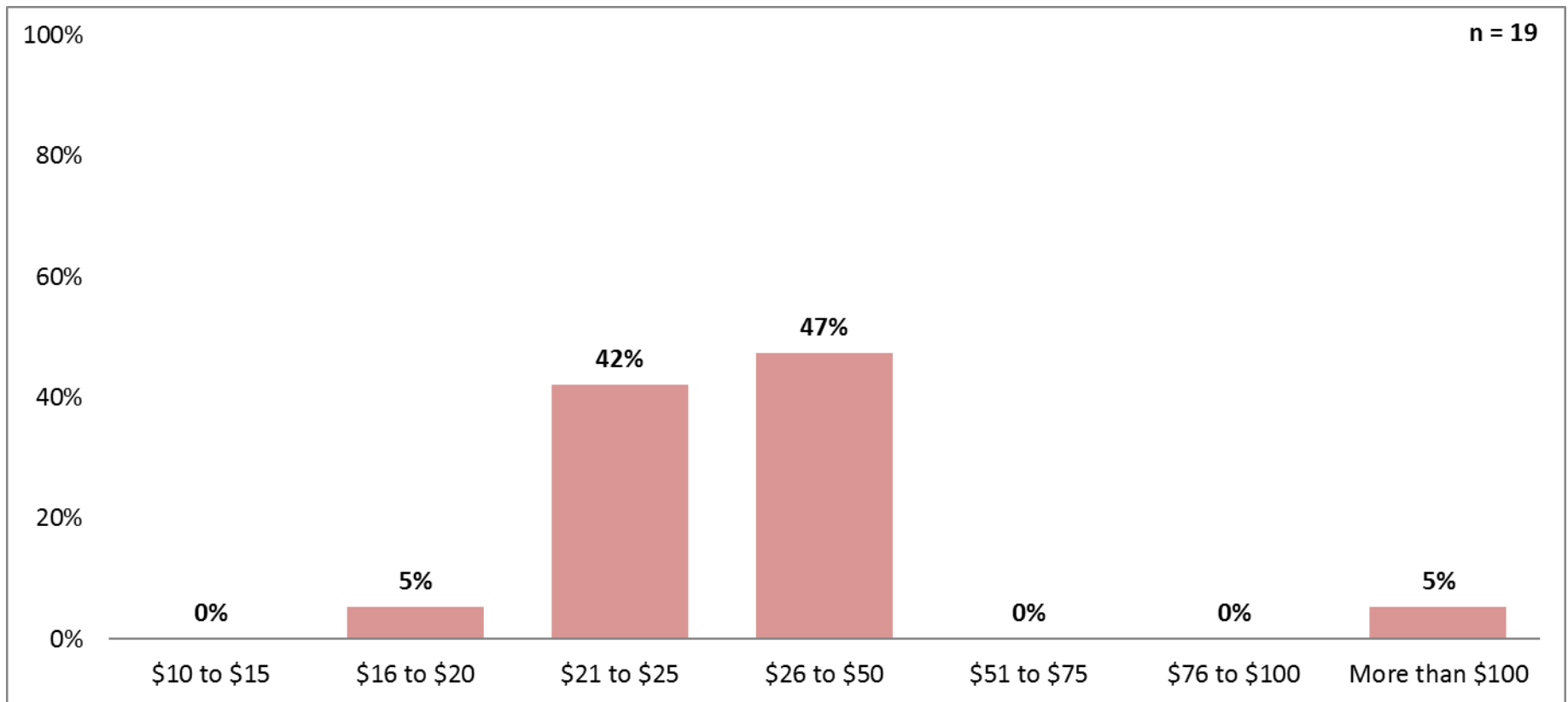


Q49. Number of employees  
Primarily or solely responsible for editing a company's reports of investigations.

# Editor

## 2018 Average Hourly Rate

The majority of editors earned \$21/hour to \$50/hour.

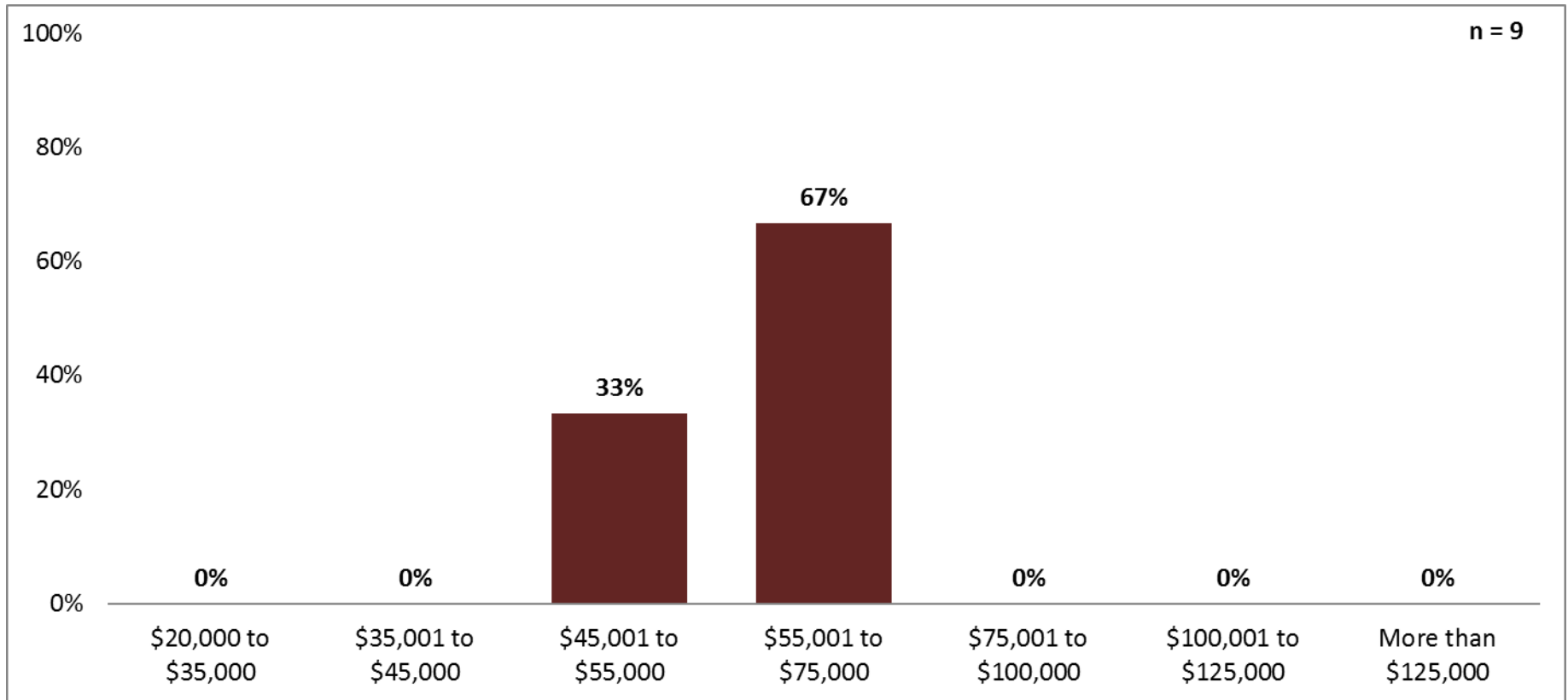


Q49. Average hourly rate to nearest dollar  
Primarily or solely responsible for editing a company's reports of investigations.

# Editor

## 2018 Average Annual Salary

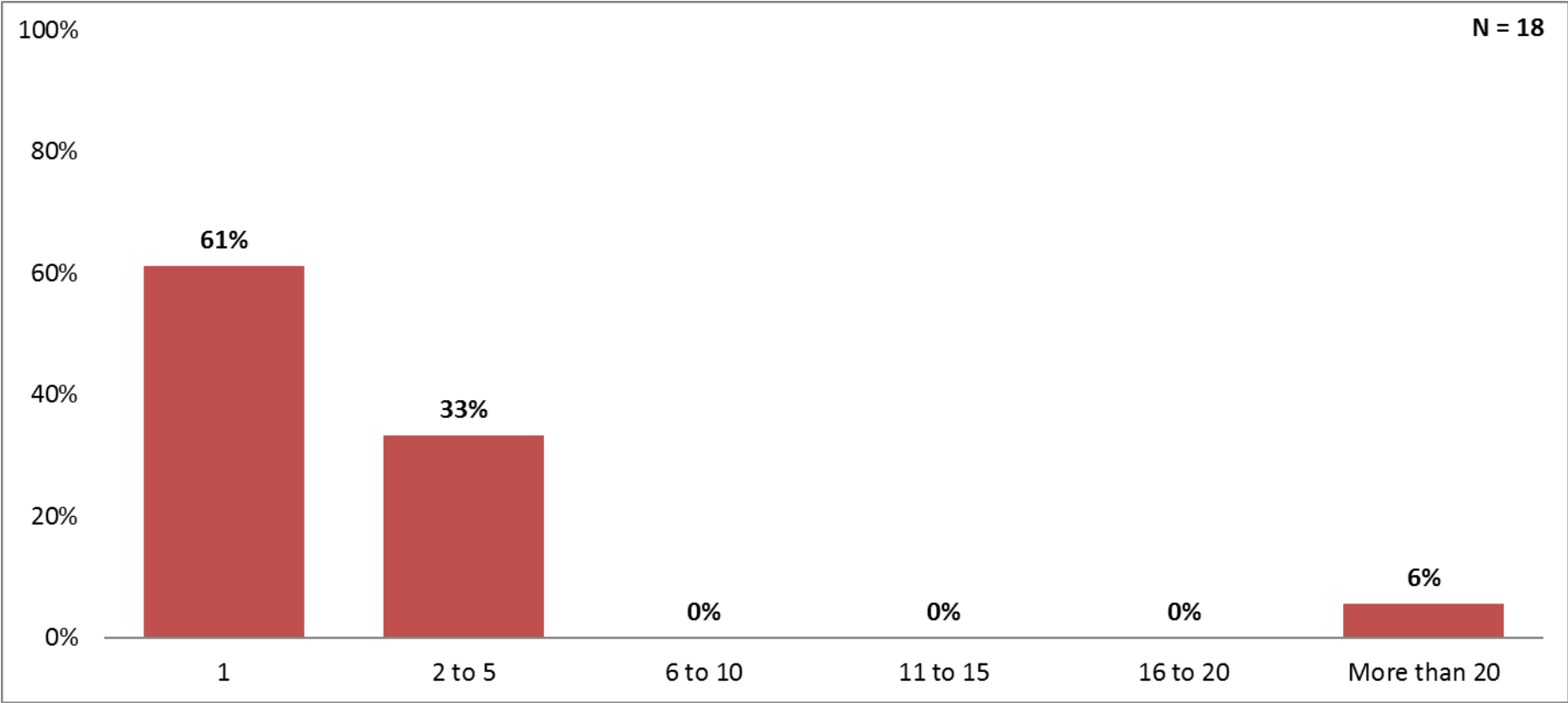
Editors earned \$45K to \$75K/year.



Q49. Average annual salary to nearest dollar  
Primarily or solely responsible for editing a company's reports of investigations.

# Production Assistant 2018 Number of Employees

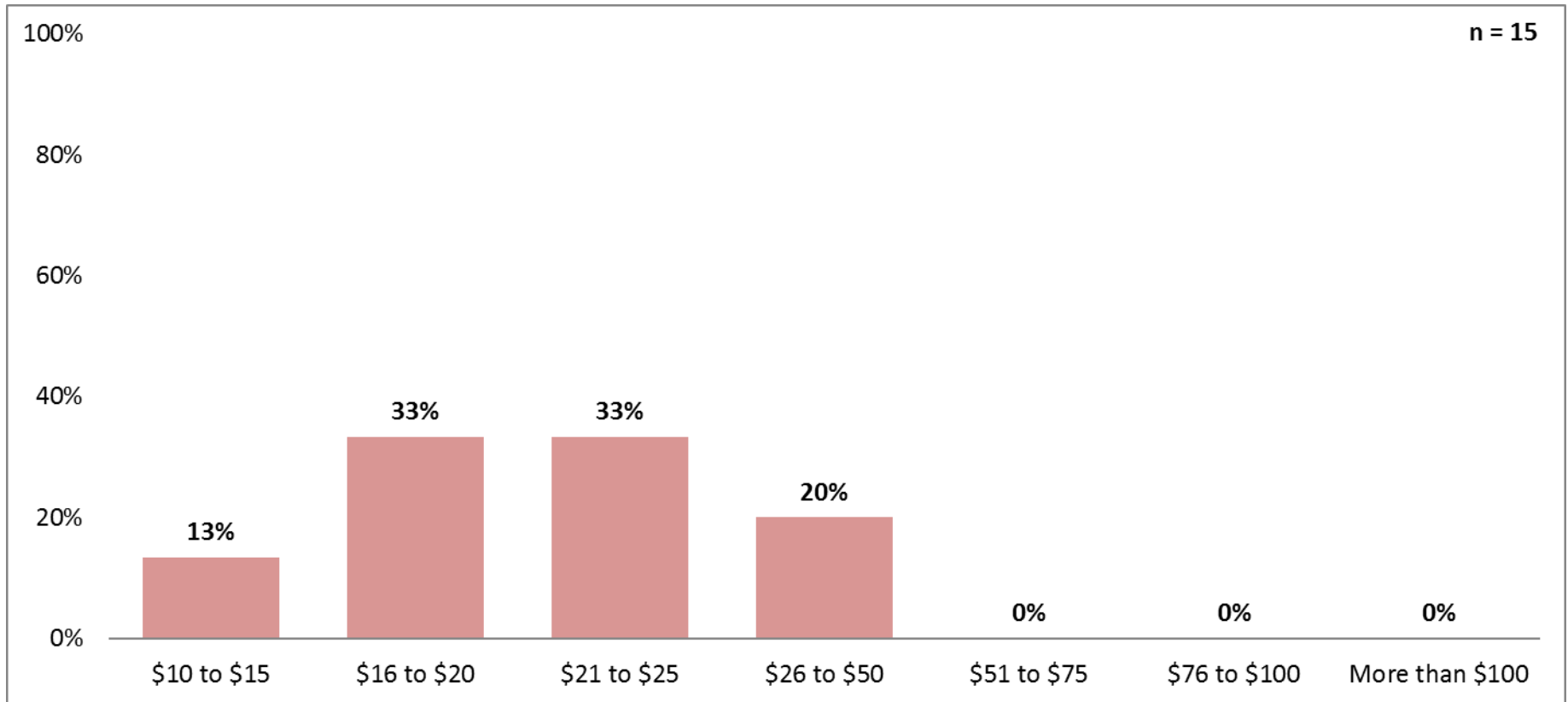
Most organizations had only one production assistant.



Q50. Number of employees  
Primarily responsible for overseeing the production of reports.

# Production Assistant 2018 Average Hourly Rate

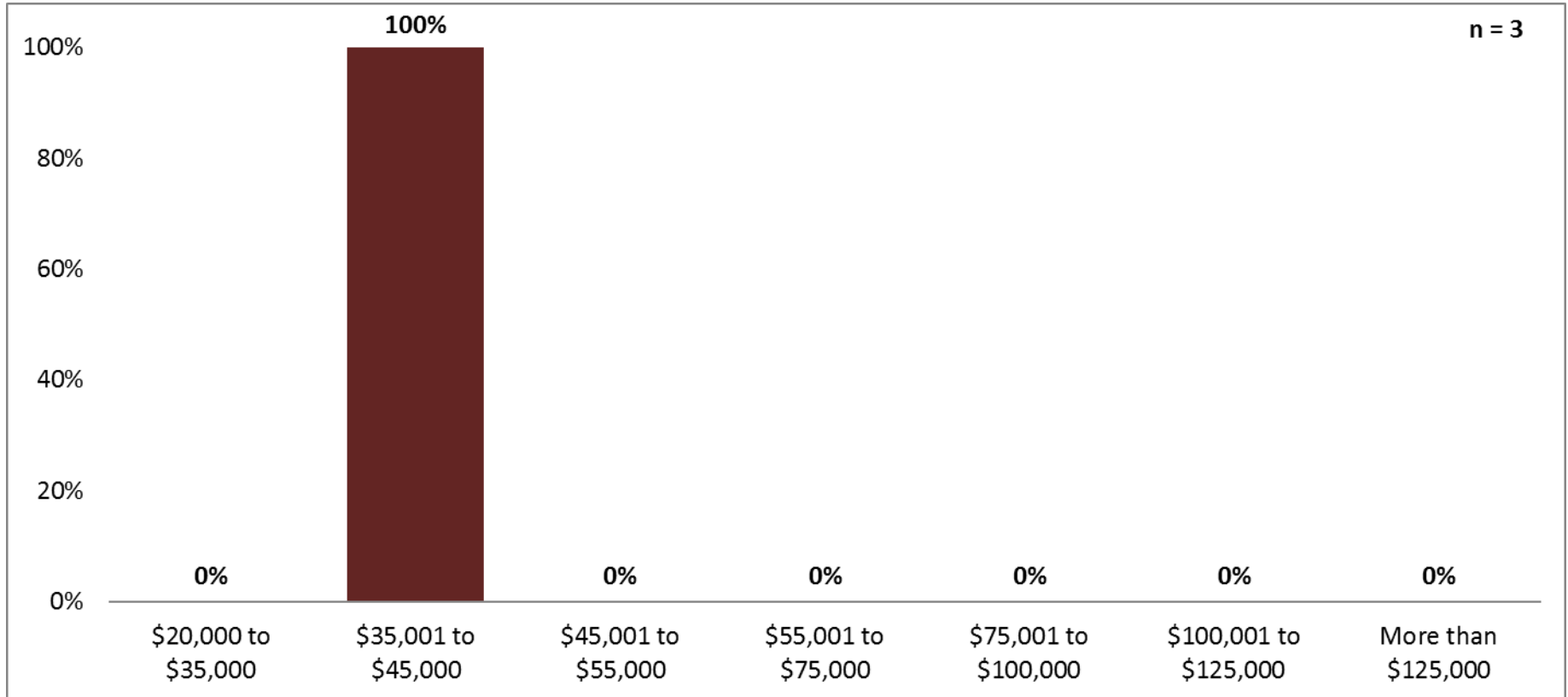
Production assistants earned between \$10 and \$50/hour.



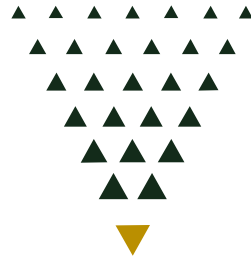
Q50. Average hourly rate to nearest dollar  
Primarily responsible for overseeing the production of reports.

# Production Assistant 2018 Average Annual Salary

All three organizations that reported salaries for production assistants gave values between \$35K and \$45K.



Q50. Average annual salary to nearest dollar  
Primarily responsible for overseeing the production of reports.



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