

CONSTRUCTION INDUSTRY

Salary Report

2022



Labor shortages have been making headlines since the COVID-19 lockdowns of 2020, and the talent market remains competitive into 2022. Construction professionals are retiring and taking their institutional and industrial knowledge with them. Finding and training new workers is challenging, and the learning curve adds an additional strain.

Wages forecast to rise 3%–5% in 2021 went up more than predicted, closer to 6%–7% and up to 10% in some places. Overall, companies are in strong standing, and most surveyed in our Construction Industry Salary Report changed compensation strategies to be more competitive.

Our annual report provides insight to where companies land on salary and benefit offerings. While the report highlights compensation trends related to cost-of-living adjustments, cash incentives, merit pay, bonuses, and more, it also includes benefit-specific data on perquisites such as company cars and phones; paid time off; health, dental, and vision insurance; retirement planning through 401(k)s, profit sharing plans, and deferred compensation plans; and more. Industry and economic analysis from Ken Simonson, chief economist at the Associated General Contractors of America, further contextualizes the findings.

The 2022 report also expanded to include responses from businesses in areas of Texas in addition to the Pacific Northwest, Idaho, Montana, and various regions of California.

Companies looking for a competitive edge in attracting and keeping talent should focus partly on short-term strategies including raises, signing bonuses, and retention bonuses. Long-term strategies for success can include engaging professionals with opportunities for upward mobility, stock rights, and future ownership. When employees feel like they're part of a mission and share in the company's success—when compensation is tied to team outcomes—turnover often drops.

With wages rising and compensation strategies evolving, the construction industry and companies should creatively assess their image and general conceptions. Working on a high rise requires more talent than just swinging a hammer, and attracting new workers who might first consider college before trades requires highlighting the excitement and challenge of the job, evolving exposure to technology, and the opportunities for growth.

As you review this year's findings, we hope this report can help you present your company's best features and inform your decisions around compensation.



ELAINE ERVIN

National Practice Leader,
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Introduction

CONSTRUCTION OUTLOOK

Recession or Resurgence?

By Ken Simonson, Chief Economist, Associated General Contractors of America

As data in the 2022 Moss Adams Construction Salary Report reveals, many contractors staged a strong recovery in 2021 from the pandemic-induced problems of 2020. Now, however, evidence is mounting that the US economy is slowing and perhaps heading into—or even already in—a recession. Will the construction industry be stymied as well?

So far, the indicators are mixed. Single-family homebuilding is in retreat. Construction segments that depend on rental income to cover the development and financing costs, such as apartment, office, retail, hotel, and some warehouse projects, are highly vulnerable to steeply rising interest rates.

Any pullback in demand or inability of tenants to pay further escalation in rents will likely cause many projects to be canceled, deferred, or scaled back.

At least three major categories, however, appear poised for strong and sustained growth: power, infrastructure, and manufacturing construction.

Power and Energy

The outlook for power and energy construction looks particularly bright. Offshore and onshore wind projects, vast solar fields, and new transmission lines to deliver power to where it's consumed are in the works.

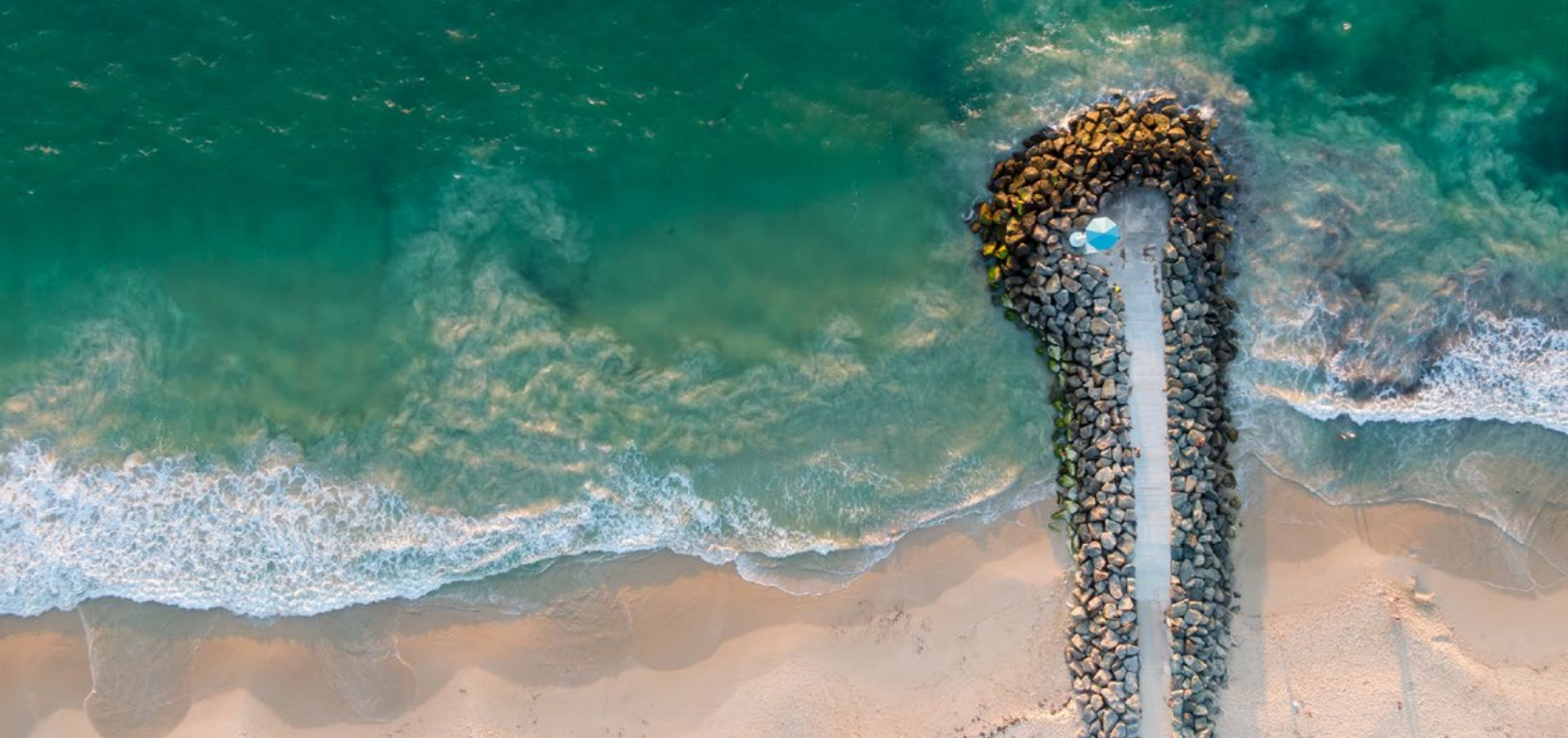
Large-scale battery- and pumped-storage projects are being designed to overcome the mismatch between the time these sources generate power and when the electricity is needed. Tens of thousands of battery-charging stations for electric vehicles will also be needed over the next several years.

Infrastructure Funding

These construction categories will get a large boost from federal money—especially tax benefits—promised in the Infrastructure Investment and Jobs Act (IIJA) enacted in November 2021 and the enactment in August 2022 of the Inflation Reduction Act. The latter bill also gives a boost to carbon-capture projects, though the timeline and market size for these is more speculative.

Infrastructure funding from the IIJA is working its way through various layers of federal and state agencies, program and rule design, and bidding. While little money from the legislation has turned into actual spending by contractors to date, that will likely change soon in a big way.

Those funds will continue to flow for five years or longer, providing a sustained increase in investment in highway, power, water, broadband communications, transportation facilities of all types, and other categories.



Manufacturing

As for manufacturing, many huge facilities have already broken ground in a range of states, with more projects announced almost weekly.

These factories run the gamut from steel and aluminum to auto assembly, battery, and parts plants to facilities for producing components used in renewable energy generation and battery charging stations to semiconductor fabs.

The federal CHIPS and Science Act, signed into law in August 2022, adds tens of billions of dollars in grants, tax breaks, and other incentives to an already hot market for this last category.

Federal Funding Compliance

These federal funds come with large strings attached. These include new or expanded requirements regarding domestically produced materials, wage rates, apprenticeships, environmental impact, and more.

Many of these rules have yet to be written. Others are likely to be challenged in court or leave ambiguity that may stymie investment. In short, the timing and magnitude of any construction under these new provisions remains highly uncertain.

Material Costs and Supply Chain Challenges

Even apart from these issues, construction firms face multiple challenges. Until recently, the cost of materials and services used in construction rose much faster than contractors' bid prices, putting huge pressure on profit margins. A host of supply-chain bottlenecks throughout 2020 and 2021 delayed the completion of many projects and further eroded contractors' profit margins.

Prices declined recently for some materials, such as lumber, steel, and copper products, but price increases continued to rise for other items, including gypsum, glass, and concrete products.

Contractors had more success in 2022 in pushing through higher bids and other ways of mitigating or sharing the damage from unexpected cost increases, for instance by getting some owners to pay for earlier purchasing of inputs or allowing more flexibility in

substituting one material or design for another. But shortages and allocations continue to disrupt completion times for projects.

Many factors will affect the direction of materials costs and delivery times in 2023. For example, prices for plastics and glass are affected by the cost of natural gas, used as feedstock and fuel, respectively. As European countries increased their purchases of liquefied natural gas to replace the cutoff of gas from Russia, natural gas prices soared in the United States as well as Europe.

A mild winter, combined with drastic conservation measures, could bring those prices back down close to, or even below, pre-invasion levels, thus easing the cost pressure for construction plastics and glass.

Conversely, a severe outbreak of a new COVID-19 variant or other pandemic could disrupt production and transport again in the United States, China, or elsewhere, triggering another round of price increases, shortages, and allocations.

Labor Shortages

For many firms, finding enough qualified workers has been a larger problem than materials price escalation or extended delivery times.

Throughout 2022, end-of-month job openings in construction nationally set record highs compared to the same month in earlier years. In several months, openings exceeded the number of workers hired during the month. That implies contractors wanted to hire twice as many workers as they were able to find.

Unfortunately, the worker shortage is likely to persist long after materials prices and supplies return to more normal levels. The unemployment rate for jobseekers with construction experience remained below 4% for much of 2022, in some cases setting a record low for that month in a series that dates back to 2000. (Industry unemployment data isn't seasonally adjusted, which makes comparisons meaningful only with the same month in prior years, not across months.)

Because construction workers often have a month or more without paid work between projects, a 4% unemployment rate probably overstates the number of active jobseekers, and a rate below 4% effectively implies there are few or no experienced construction workers available to hire in many locations or trades.

Indeed, the latest Associated General Contractors of America/Autodesk Workforce Survey, which drew 1,266 responses in August 2022, found that 93% of firms reported open hourly craft positions. Of those, 91% said craft positions were difficult to fill. In addition, 70% had open salaried positions, with 89% of those firms reporting difficulty filling one or other type of salaried job. The most common explanation for difficulty in hiring, cited by 77% of firms, is available candidates lack the skills needed to work in construction or can't pass a drug test.

The pandemic exacerbated construction's workforce woes in numerous ways. The industry always paid a premium to get workers to accept often-harsh weather conditions, remote or difficult worksites, and early starting times.

One measure of the premium is the excess of average hourly earnings for production and nonsupervisory employees in construction (for example, hourly craft and office employees) to the total nonfarm private sector. That premium averaged 21.5% from 2000 to 2019 and seldom dipped below 20%. But the premium slipped to 17%-18% in 2020 as historically low-paying industries such as fast food, warehousing, and local delivery sharply raised starting pay. By 2022, contractors had also upped their pay rates but not as much as other industries.

In addition, employees in many industries can work from home, at least some days, and may have flexibility regarding their hours or the ability to leave their jobsite suddenly—for instance, if unexpectedly called to pick up a child at school. These possibilities put onsite construction jobs at a disadvantage in a hypercompetitive job market.

Another headwind for alleviating the workforce shortage has been the steep decline in net immigration since the pandemic. Many would-be immigrants couldn't obtain visas as US consulates remained shut down or operated with reduced staff or hours, even into late 2022. Construction historically relied much more than most sectors on foreign-born workers, and the industry is accordingly disproportionately affected by a decrease in immigration.

None of these conditions is likely to improve significantly in 2023. In particular, most onsite craft positions can't be eliminated, deskilled, or moved offsite in the near term, although there have been many individual examples of these adjustments. There's little sign that Congress will agree to a major loosening of rules restricting employment-based immigration.

Contractors can increase pay further to try to lure back workers who retired or left for other industries, but competition for workers across sectors, as well as within construction, will remain heated unless the economy slows significantly.

At best, there may be employment shifts within the construction sector, particularly if the recent sharp slowdown in single-family homebuilding continues. But workers who lose positions in residential construction won't necessarily have the skills needed for the likely growth segments of the industry: large-scale manufacturing plants, power and energy projects, and infrastructure.

In short, the outlook for construction remains positive overall. Manufacturing, power and energy, and infrastructure projects appear to have particularly strong prospects, while the market for data centers should keep charging ahead. But not all types of construction will thrive in the next year. Besides homebuilding, all types of income-dependent projects are vulnerable to rising costs and slackening demand. And even contractors with full order books will have to price them carefully and work hard to find and keep the employees they'll need.



SECTION ONE

Metrics, Strategies, Benefits & Perquisites

07 RESPONDENTS

08 COMPENSATION TRENDS

10 PERQUISITES

11 PAID TIME OFF & HOLIDAYS

12 INSURANCE BENEFITS

13 RETIREMENT BENEFITS

RESPONDENTS

	ANNUAL REVENUE				
	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
LOCATION OF OPERATIONS					
Western Washington	27	18	13	19	8
Eastern Washington, Idaho, Montana	11	9	8	5	1
Oregon	4	6	4	8	3
Northern/Central California	1	8	2	2	3
Greater Bay (CA)	6	8	3	4	3
Southern California	7	9	8	6	7
Texas	1	2	5	1	3
Other Participating Locations	4	5	4	5	2
ALL REGIONS	61	65	47	50	30

Companies that are a UNION SHOP

	30%	37%	19%	44%	53%
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COMPENSATION TRENDS

Companies that use the following

SALARY STRATEGIES

Cost-of-living Adjustment (COLA)	59%	An increase in wages to reflect rising costs and inflation.
Cash Incentives	36%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	88%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	86%	An incentive pay plan that awards employees additional compensation for achieving individual or group performance and productivity goals.
Specialization or Skill-Based	51%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	40%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/Union Contract	40%	The agreement or contract sets wages, hours, and other terms and conditions of employment for an agreed-upon period of time.
Years of Service	48%	The number of 12-month periods during which the employee is employed on a full-time basis.
Retention Bonuses	19%	A lump sum payment outside of an employee's base pay that is offered as an incentive to convince the employee to remain in their current position to meet critical and priority business needs.
Signing Bonuses	37%	A financial award offered to a prospective employee as an incentive to join the company.

Companies that report

CHANGING SALARY STRATEGIES

Yes	69%	
No	31%	

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
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Average

WAGE INCREASE/DECREASE

CURRENT YEAR						
Western Washington	Management	6.8%	6.2%	7.0%	6.5%	6.1%
	Nonmanagement	7.0%	6.5%	7.1%	5.9%	6.3%
Eastern Washington, Idaho, Montana	Management	5.2%	6.6%	5.6%	9.5%	-
	Nonmanagement	9.3%	7.3%	5.1%	7.8%	-
Oregon	Management	5.0%	7.5%	5.8%	6.4%	8.5%
	Nonmanagement	9.3%	6.6%	6.0%	5.5%	10.2%
Northern/Central California	Management	-	9.3%	-	-	8.5%
	Nonmanagement	-	9.1%	-	-	7.0%
Greater Bay (CA)	Management	7.4%	5.8%	8.0%	4.2%	4.3%
	Nonmanagement	6.3%	7.2%	4.5%	7.4%	3.2%
Southern California	Management	4.2%	6.5%	7.8%	10.5%	4.0%
	Nonmanagement	7.0%	6.8%	6.7%	8.6%	4.1%
Texas	Management	-	-	4.1%	-	9.0%
	Nonmanagement	-	-	6.0%	-	9.3%
Other Participating Locations	Management	11.5%	9.0%	5.0%	6.0%	-
	Nonmanagement	5.0%	10.0%	6.5%	7.0%	-

PROJECTED FOR NEXT YEAR						
Western Washington	Management	5.8%	5.8%	5.5%	5.4%	5.1%
	Nonmanagement	5.8%	5.7%	6.1%	5.3%	6.4%
Eastern Washington, Idaho, Montana	Management	4.8%	5.3%	5.4%	4.8%	-
	Nonmanagement	6.3%	5.4%	5.4%	4.8%	-
Oregon	Management	5.0%	5.3%	5.0%	7.3%	7.9%
	Nonmanagement	5.0%	5.3%	4.5%	6.1%	7.9%
Northern/Central California	Management	-	5.8%	-	-	6.7%
	Nonmanagement	-	5.8%	-	-	4.3%
Greater Bay (CA)	Management	8.5%	6.0%	4.0%	3.7%	3.0%
	Nonmanagement	8.0%	5.7%	4.0%	3.2%	2.0%
Southern California	Management	3.2%	6.3%	6.2%	5.0%	3.9%
	Nonmanagement	5.2%	4.4%	6.7%	5.3%	4.2%
Texas	Management	-	-	7.3%	-	9.0%
	Nonmanagement	-	-	7.5%	-	9.0%
Other Participating Locations	Management	7.5%	6.3%	7.5%	4.6%	-
	Nonmanagement	5.5%	6.7%	6.8%	4.0%	-

[-] Too few or no respondents

PERQUISITES

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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Companies that provide a

COMPANY CAR

All employment levels	10%	11%	4%	10%	7%	9%
Management only	68%	68%	77%	58%	70%	67%
Nonmanagement only	5%	6%	4%	2%	3%	4%
Not offered	17%	15%	15%	31%	20%	19%

Companies that provide a

CAR ALLOWANCE

All employment levels	12%	11%	6%	20%	7%	12%
Management only	23%	44%	60%	51%	80%	48%
Nonmanagement only	11%	5%	6%	14%	7%	9%
Not offered	54%	40%	28%	14%	7%	32%

Companies that provide

MILEAGE REIMBURSEMENT

All employment levels	56%	56%	65%	61%	80%	62%
Management only	4%	13%	4%	10%	10%	8%
Nonmanagement only	14%	17%	22%	18%	7%	16%
Not offered	26%	14%	9%	10%	3%	14%

Companies that pay

PROFESSIONAL DUES

All employment levels	14%	34%	24%	37%	37%	28%
Management only	42%	38%	41%	43%	33%	40%
Nonmanagement only	0%	0%	0%	0%	0%	0%
Not offered	44%	28%	35%	20%	30%	32%

Companies that provide a

COMPANY CELL PHONE

All employment levels	34%	48%	36%	45%	50%	42%
Management only	48%	38%	51%	43%	33%	43%
Nonmanagement only	2%	0%	0%	2%	3%	1%
Not offered	16%	14%	13%	10%	13%	13%

Companies that provide a

CELL PHONE ALLOWANCE

All employment levels	25%	30%	32%	38%	33%	31%
Management only	18%	20%	17%	19%	23%	19%
Nonmanagement only	7%	9%	4%	4%	10%	7%
Not offered	51%	41%	47%	40%	33%	43%

PAID TIME OFF & HOLIDAYS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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Companies that offer

PAID TIME OFF

All employment levels		85%	84%	96%	96%	97%	90%	
Management only		15%	16%	4%	4%	3%	10%	
DAYS of paid time off								
Management	Years of Service	<1	8	9	11	16	13	11
		1+	9	10	12	15	13	11
		5+	14	14	15	19	17	15
		10+	15	17	18	22	19	18
		15+	16	18	20	24	21	20
Nonmanagement	Years of Service	<1	6	8	9	14	12	10
		1+	8	9	10	13	11	10
		5+	11	12	14	18	16	14
		10+	13	15	16	21	18	16
		15+	14	17	18	23	20	18

Companies that offer

PAID HOLIDAYS

All employment levels		64%	73%	84%	90%	97%	79%
Management only		31%	25%	11%	8%	3%	18%
AVERAGE paid holidays per year							
Management		7	8	7	8	8	8
Nonmanagement		7	8	8	8	8	8

INSURANCE BENEFITS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that offer</i>						
HEALTH INSURANCE						
Management	97%	100%	100%	100%	100%	99%
Nonmanagement	93%	97%	100%	100%	100%	98%
<i>Companies that offer</i>						
DENTAL INSURANCE						
Management	87%	92%	98%	100%	97%	94%
Nonmanagement	83%	88%	98%	100%	96%	92%
<i>Companies that offer</i>						
VISION INSURANCE						
Management	85%	91%	98%	92%	97%	92%
Nonmanagement	81%	86%	98%	92%	96%	89%
<i>Companies that offer</i>						
DISABILITY INSURANCE						
Management	53%	73%	79%	90%	97%	75%
Nonmanagement	49%	66%	74%	85%	96%	70%
PORTION PAID BY COMPANY						
Management	93%	98%	100%	98%	100%	98%
Nonmanagement	90%	95%	96%	98%	100%	95%

RETIREMENT BENEFITS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that offer a</i>						
401(K) PLAN						
Management	93%	95%	83%	98%	100%	94%
Nonmanagement	85%	90%	83%	96%	93%	89%
CONTRIBUTION MATCHING						
Companies that offer contribution matching	84%	82%	80%	88%	86%	84%
<i>Companies that offer a</i>						
PROFIT SHARING PLAN						
Management	46%	65%	51%	54%	55%	54%
Nonmanagement	33%	46%	43%	50%	48%	43%
<i>Companies that offer a</i>						
UNION PENSION						
Management	7%	7%	2%	18%	7%	8%
Nonmanagement	25%	36%	20%	36%	39%	30%
<i>Companies that offer a</i>						
DEFERRED COMPENSATION PLAN						
Management	16%	13%	26%	25%	45%	22%
Nonmanagement	11%	7%	14%	16%	21%	13%



15 **CHIEF EXECUTIVE OFFICER**

16 **CHIEF FINANCIAL OFFICER**

17 **VICE PRESIDENT**

SECTION TWO

Executive Positions



CHIEF EXECUTIVE OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	76	\$159,000	\$228,852	\$284,241	\$239,543
Eastern Washington, Idaho, Montana	29	\$121,554	\$151,600	\$186,000	\$160,623
Oregon	25	\$156,000	\$200,990	\$300,000	\$244,958
Northern/Central California	13	\$200,000	\$250,000	\$286,000	\$273,694
Greater Bay (CA)	23	\$162,500	\$200,000	\$339,000	\$268,083
Southern California	33	\$200,000	\$235,000	\$318,000	\$277,094
Texas	10	\$169,575	\$203,000	\$283,750	\$241,698
Other Participating Locations	17	\$175,000	\$220,000	\$330,000	\$246,632
ALL FIRMS	226	\$165,000	\$208,000	\$289,094	\$240,996

Salary by

CONSTRUCTION TYPE

Commercial	140	\$150,000	\$207,000	\$284,241	\$233,876
Heavy & Highway	26	\$202,503	\$250,000	\$368,000	\$306,850
Municipal & Utility	11	\$162,500	\$200,000	\$245,732	\$204,769
Residential	25	\$168,000	\$225,000	\$300,000	\$253,714
Other	24	\$171,975	\$200,000	\$245,000	\$214,539

Salary by

CONTRACTOR TYPE

General Contractor	128	\$150,000	\$202,211	\$276,575	\$239,719
Specialty Trade Contractor	72	\$175,000	\$217,672	\$300,000	\$246,088
Construction Management	8	\$169,175	\$193,730	\$280,625	\$244,424
Other	18	\$177,500	\$206,500	\$293,750	\$228,184

Salary by

REVENUE

Up to \$25 Million	55	\$121,527	\$175,000	\$221,050	\$181,636
\$25-\$50 Million	62	\$166,500	\$200,000	\$250,000	\$212,029
\$50-\$100 Million	45	\$181,000	\$235,000	\$300,000	\$256,664
\$100-\$250 Million	39	\$175,500	\$229,860	\$323,914	\$268,738
Over \$250 Million	25	\$260,000	\$350,000	\$466,000	\$371,944

BONUS BY REVENUE

Up to \$25 Million	29	\$30,000	\$50,000	\$100,000	\$84,021
\$25-\$50 Million	35	\$30,000	\$55,543	\$195,000	\$147,652
\$50-\$100 Million	34	\$30,500	\$100,000	\$201,919	\$143,726
\$100-\$250 Million	20	\$94,490	\$132,500	\$222,625	\$191,400
Over \$250 Million	16	\$150,000	\$208,572	\$432,550	\$292,580

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

CHIEF FINANCIAL OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	55	\$144,928	\$180,000	\$222,500	\$194,779
Eastern Washington, Idaho, Montana	13	\$125,000	\$137,544	\$145,000	\$139,154
Oregon	18	\$161,250	\$180,650	\$200,000	\$184,441
Northern/Central California	11	\$163,566	\$190,000	\$237,000	\$193,921
Greater Bay (CA)	17	\$150,000	\$200,000	\$275,000	\$214,040
Southern California	27	\$170,000	\$200,000	\$245,150	\$219,255
Texas	10	\$146,250	\$177,000	\$200,000	\$190,800
Other Participating Locations	11	\$139,180	\$165,000	\$225,000	\$183,691
ALL FIRMS	162	\$143,017	\$180,650	\$224,750	\$194,210

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	93	\$137,700	\$180,294	\$231,000	\$191,811
Heavy & Highway	19	\$146,250	\$194,000	\$252,500	\$202,509
Municipal & Utility	9	\$135,000	\$175,000	\$206,544	\$173,949
Residential	24	\$154,665	\$186,000	\$224,250	\$206,176
Other	17	\$150,000	\$170,782	\$200,000	\$191,894

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	93	\$150,000	\$186,000	\$230,000	\$199,146
Specialty Trade Contractor	51	\$138,850	\$168,000	\$217,640	\$188,404
Construction Management	6	\$127,575	\$157,500	\$189,000	\$160,017
Other	12	\$146,875	\$185,503	\$203,750	\$197,729

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	22	\$114,750	\$145,000	\$154,665	\$145,970
\$25-\$50 Million	44	\$139,911	\$158,557	\$179,250	\$171,016
\$50-\$100 Million	32	\$146,875	\$184,670	\$200,000	\$181,183
\$100-\$250 Million	39	\$160,391	\$200,000	\$227,500	\$203,614
Over \$250 Million	25	\$215,000	\$250,000	\$360,000	\$279,489

BONUS BY REVENUE					
Up to \$25 Million	14	\$21,250	\$34,000	\$84,560	\$57,791
\$25-\$50 Million	34	\$21,360	\$30,000	\$60,034	\$52,054
\$50-\$100 Million	25	\$25,000	\$50,000	\$90,000	\$65,040
\$100-\$250 Million	28	\$23,750	\$69,000	\$102,500	\$76,196
Over \$250 Million	20	\$78,750	\$150,000	\$200,000	\$162,422

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

VICE PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	67	\$139,000	\$180,000	\$217,680	\$182,903
Eastern Washington, Idaho, Montana	24	\$112,050	\$122,560	\$154,110	\$137,053
Oregon	18	\$148,000	\$184,873	\$217,500	\$202,733
Northern/Central California	8	\$196,250	\$220,628	\$259,000	\$232,782
Greater Bay (CA)	16	\$145,538	\$197,500	\$251,651	\$202,951
Southern California	28	\$165,000	\$202,093	\$243,250	\$214,831
Texas	6	\$167,450	\$183,500	\$243,750	\$215,489
Other Participating Locations	14	\$169,750	\$185,000	\$207,500	\$186,357
ALL FIRMS	181	\$138,000	\$181,000	\$225,000	\$189,059

Salary by

CONSTRUCTION TYPE

Commercial	105	\$130,000	\$176,000	\$222,000	\$181,007
Heavy & Highway	27	\$146,574	\$210,000	\$250,000	\$213,341
Municipal & Utility	7	\$132,500	\$180,000	\$195,572	\$177,622
Residential	21	\$150,000	\$180,000	\$210,000	\$202,224
Other	21	\$149,050	\$181,708	\$207,602	\$188,748

Salary by

CONTRACTOR TYPE

General Contractor	109	\$140,000	\$185,000	\$230,000	\$195,193
Specialty Trade Contractor	51	\$137,895	\$179,250	\$211,479	\$180,136
Construction Management	6	\$135,513	\$162,025	\$182,500	\$159,675
Other	15	\$149,000	\$200,000	\$213,150	\$186,573

Salary by

REVENUE

Up to \$25 Million	39	\$103,500	\$138,000	\$168,852	\$143,594
\$25-\$50 Million	41	\$130,000	\$160,000	\$200,000	\$163,843
\$50-\$100 Million	36	\$164,250	\$192,500	\$226,250	\$193,171
\$100-\$250 Million	41	\$175,000	\$200,000	\$230,000	\$212,053
Over \$250 Million	24	\$197,500	\$240,650	\$304,500	\$260,567

BONUS BY REVENUE

Up to \$25 Million	25	\$15,000	\$30,000	\$65,000	\$56,541
\$25-\$50 Million	27	\$24,000	\$50,000	\$77,500	\$75,736
\$50-\$100 Million	26	\$22,000	\$47,500	\$90,000	\$69,462
\$100-\$250 Million	26	\$50,000	\$74,448	\$100,000	\$82,865
Over \$250 Million	20	\$92,000	\$112,500	\$158,303	\$140,147

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents



SECTION THREE

Finance & Administrative Positions



19 CONTROLLER

Direct and manage all finance and general accounting functions, reports, and payroll. May report to CFO.

20 ACCOUNTANT / ASSISTANT CONTROLLER

Responsible for payables, receivables, payroll, general ledger, cost reports, forecasting, tax reports, and bank reconciliations. May report directly to controller or CFO.

21 PAYABLES / RECEIVABLES / PAYROLL CLERK

Performs routine accounting functions such as payables, receivables, or payroll under direct supervision.

22 CONTRACTS ADMINISTRATOR

Oversees contracts to ensure all obligations are fulfilled and coordinate changes that may transpire.

CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	57	\$105,000	\$125,000	\$145,000	\$127,564
Eastern Washington, Idaho, Montana	20	\$94,585	\$104,173	\$116,025	\$107,843
Oregon	16	\$99,500	\$120,000	\$134,250	\$118,275
Northern/Central California	11	\$128,500	\$150,000	\$167,000	\$151,818
Greater Bay (CA)	12	\$120,000	\$137,500	\$147,750	\$143,734
Southern California	27	\$120,000	\$130,000	\$150,000	\$134,993
Texas	6	\$108,750	\$141,500	\$149,500	\$135,592
Other Participating Locations	12	\$120,750	\$141,275	\$150,246	\$136,897
ALL FIRMS	161	\$108,160	\$125,000	\$150,000	\$129,294

Salary by

CONSTRUCTION TYPE

Commercial	89	\$104,500	\$121,152	\$147,000	\$125,959
Heavy & Highway	24	\$115,000	\$125,250	\$150,755	\$132,140
Municipal & Utility	6	\$108,500	\$128,500	\$146,250	\$131,077
Residential	24	\$114,750	\$138,500	\$154,750	\$135,958
Other	18	\$112,500	\$133,593	\$146,638	\$132,510

Salary by

CONTRACTOR TYPE

General Contractor	101	\$110,250	\$125,000	\$150,000	\$130,226
Specialty Trade Contractor	43	\$103,250	\$125,362	\$150,000	\$129,536
Construction Management	6	\$114,250	\$122,500	\$145,739	\$128,331
Other	11	\$102,500	\$125,000	\$136,500	\$120,317

Salary by

REVENUE

Up to \$25 Million	30	\$96,595	\$110,000	\$133,750	\$112,015
\$25-\$50 Million	36	\$104,875	\$115,350	\$123,247	\$116,898
\$50-\$100 Million	28	\$117,250	\$125,250	\$148,255	\$129,129
\$100-\$250 Million	41	\$114,000	\$135,000	\$157,900	\$134,697
Over \$250 Million	26	\$140,638	\$150,000	\$179,000	\$158,052

BONUS BY REVENUE

Up to \$25 Million	20	\$9,500	\$10,000	\$25,000	\$18,503
\$25-\$50 Million	35	\$10,000	\$15,000	\$24,636	\$23,618
\$50-\$100 Million	24	\$11,500	\$18,500	\$25,000	\$19,386
\$100-\$250 Million	30	\$11,100	\$20,000	\$25,000	\$23,004
Over \$250 Million	22	\$25,249	\$36,500	\$50,000	\$44,816

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	49	\$75,000	\$82,400	\$93,700	\$84,875
Eastern Washington, Idaho, Montana	12	\$57,875	\$64,200	\$88,250	\$74,030
Oregon	16	\$74,250	\$81,000	\$100,000	\$87,685
Northern/Central California	10	\$78,125	\$94,595	\$107,500	\$95,269
Greater Bay (CA)	15	\$82,500	\$100,000	\$104,171	\$99,406
Southern California	32	\$75,000	\$85,000	\$98,500	\$88,610
Texas	6	\$66,625	\$75,000	\$87,500	\$74,737
Other Participating Locations	12	\$71,500	\$82,293	\$86,342	\$81,046
ALL FIRMS	152	\$75,000	\$83,995	\$100,000	\$86,516

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	83	\$75,000	\$85,000	\$100,000	\$88,318
Heavy & Highway	15	\$60,500	\$79,500	\$96,925	\$78,771
Municipal & Utility	8	\$72,500	\$78,500	\$85,840	\$83,203
Residential	25	\$75,000	\$82,000	\$98,000	\$84,901
Other	21	\$80,000	\$86,000	\$103,341	\$88,113

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	88	\$75,000	\$85,000	\$100,000	\$87,342
Specialty Trade Contractor	43	\$72,500	\$82,000	\$90,000	\$83,546
Construction Management	8	\$76,500	\$91,562	\$105,820	\$93,435
Other	13	\$70,000	\$75,000	\$105,000	\$86,496

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	27	\$64,500	\$75,000	\$84,575	\$75,300
\$25-\$50 Million	37	\$70,000	\$77,000	\$89,190	\$79,926
\$50-\$100 Million	31	\$75,000	\$80,000	\$95,500	\$83,677
\$100-\$250 Million	33	\$79,400	\$90,000	\$103,341	\$93,619
Over \$250 Million	24	\$88,359	\$100,000	\$119,717	\$103,196

BONUS BY REVENUE					
Up to \$25 Million	17	\$4,000	\$5,445	\$10,000	\$7,114
\$25-\$50 Million	28	\$5,000	\$5,000	\$10,000	\$7,142
\$50-\$100 Million	26	\$5,000	\$7,750	\$10,525	\$9,624
\$100-\$250 Million	23	\$5,000	\$10,000	\$13,000	\$9,529
Over \$250 Million	21	\$8,000	\$11,500	\$18,421	\$14,149

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PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	79	\$52,000	\$60,000	\$72,800	\$61,935
Eastern Washington, Idaho, Montana	27	\$44,869	\$50,000	\$57,990	\$51,129
Oregon	22	\$52,000	\$56,320	\$60,750	\$56,057
Northern/Central California	14	\$55,250	\$61,876	\$65,000	\$63,409
Greater Bay (CA)	20	\$61,800	\$72,500	\$80,750	\$73,296
Southern California	36	\$54,750	\$63,000	\$73,272	\$63,263
Texas	11	\$51,500	\$60,000	\$63,325	\$58,157
Other Participating Locations	12	\$51,249	\$54,749	\$61,500	\$57,798
ALL FIRMS	221	\$52,000	\$60,000	\$70,000	\$60,955

Salary by

CONSTRUCTION TYPE

Commercial	133	\$51,500	\$60,000	\$70,000	\$60,141
Heavy & Highway	27	\$48,960	\$57,500	\$67,500	\$58,713
Municipal & Utility	11	\$53,500	\$62,000	\$76,117	\$63,934
Residential	28	\$51,750	\$62,340	\$71,250	\$63,427
Other	22	\$55,745	\$64,242	\$69,135	\$63,992

Salary by

CONTRACTOR TYPE

General Contractor	124	\$52,000	\$60,160	\$72,800	\$62,035
Specialty Trade Contractor	71	\$51,750	\$58,704	\$66,350	\$59,634
Construction Management	8	\$52,944	\$56,080	\$72,075	\$61,112
Other	18	\$49,000	\$56,227	\$66,250	\$58,655

Salary by

REVENUE

Up to \$25 Million	47	\$45,000	\$54,080	\$62,700	\$56,023
\$25-\$50 Million	61	\$52,000	\$58,458	\$66,560	\$60,472
\$50-\$100 Million	42	\$53,040	\$61,360	\$71,500	\$61,917
\$100-\$250 Million	43	\$54,296	\$60,000	\$71,000	\$61,787
Over \$250 Million	28	\$60,426	\$65,000	\$75,000	\$67,564

BONUS BY REVENUE

Up to \$25 Million	27	\$1,750	\$3,000	\$5,000	\$4,810
\$25-\$50 Million	54	\$1,544	\$3,900	\$5,000	\$4,222
\$50-\$100 Million	34	\$3,063	\$4,000	\$5,225	\$5,048
\$100-\$250 Million	30	\$2,388	\$4,400	\$6,375	\$5,285
Over \$250 Million	23	\$3,000	\$4,250	\$7,250	\$5,002

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

CONTRACTS ADMINISTRATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	48	\$61,500	\$71,000	\$82,250	\$71,581
Eastern Washington, Idaho, Montana	19	\$50,500	\$56,784	\$60,870	\$60,712
Oregon	17	\$54,400	\$62,000	\$75,000	\$66,187
Northern/Central California	11	\$62,500	\$70,000	\$85,000	\$75,455
Greater Bay (CA)	15	\$71,000	\$82,187	\$98,050	\$93,023
Southern California	24	\$62,036	\$65,000	\$87,250	\$81,365
Texas	6	\$58,875	\$62,500	\$72,500	\$67,250
Other Participating Locations	9	\$60,000	\$66,575	\$70,000	\$64,477
ALL FIRMS	149	\$58,760	\$68,000	\$82,000	\$72,996

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	92	\$55,750	\$68,000	\$82,250	\$72,923
Heavy & Highway	22	\$56,718	\$74,000	\$81,640	\$71,534
Municipal & Utility	5	\$70,000	\$80,000	\$90,000	\$84,129
Residential	11	\$63,700	\$65,000	\$77,500	\$74,400
Other	19	\$61,200	\$65,000	\$76,170	\$71,303

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	90	\$58,625	\$66,500	\$79,750	\$71,698
Specialty Trade Contractor	45	\$58,760	\$68,000	\$83,000	\$74,029
Construction Management	2	-	-	-	\$75,858
Other	12	\$60,500	\$77,670	\$85,000	\$78,387

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	21	\$52,000	\$60,000	\$70,700	\$65,400
\$25-\$50 Million	48	\$60,893	\$65,938	\$80,000	\$70,997
\$50-\$100 Million	24	\$53,800	\$72,250	\$86,250	\$70,702
\$100-\$250 Million	35	\$56,392	\$70,000	\$87,500	\$78,455
Over \$250 Million	21	\$65,000	\$72,000	\$80,288	\$78,688

BONUS BY REVENUE					
Up to \$25 Million	13	\$1,000	\$1,500	\$5,000	\$3,904
\$25-\$50 Million	38	\$1,500	\$3,500	\$6,000	\$5,608
\$50-\$100 Million	20	\$3,000	\$5,000	\$8,037	\$5,727
\$100-\$250 Million	26	\$2,181	\$4,700	\$7,750	\$6,668
Over \$250 Million	18	\$3,850	\$7,250	\$9,900	\$7,934

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SECTION FOUR

Technical Management Positions



24 CONSTRUCTION MANAGER

Oversees specialized contractors and other personnel. Works closely with other building specialists, such as architects, civil engineers, and a variety of trade workers, including stonemasons, electricians, and carpenters.

25 SAFETY DIRECTOR

Plans, implements, and supervises project safety, accident, and fire protection programs in compliance with company policy.

26 PROJECT MANAGER

Complete responsibility for the planning, budgeting, organizing, and scheduling of one large or several small projects.

27 PROJECT ENGINEER

Directs, coordinates, and exercises functional authority for planning, organization, control, integration, and completion of engineering projects within area of assigned responsibility. Reviews product design for compliance with engineering principles, company standards, customer contract requirements, and related specifications.

28 ESTIMATOR

Prepares estimates of project resource requirements, including materials, manpower, and unit or aggregate costs.

CONSTRUCTION MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	48	\$120,000	\$146,000	\$177,250	\$149,766
Eastern Washington, Idaho, Montana	15	\$94,450	\$110,000	\$128,750	\$110,002
Oregon	12	\$119,500	\$142,960	\$162,500	\$144,605
Northern/Central California	12	\$125,000	\$130,000	\$153,375	\$137,760
Greater Bay (CA)	9	\$120,000	\$180,000	\$190,566	\$163,807
Southern California	19	\$122,500	\$130,000	\$155,500	\$144,947
Texas	6	\$105,750	\$114,350	\$132,427	\$118,806
Other Participating Locations	9	\$125,000	\$144,902	\$157,500	\$141,274
ALL FIRMS	130	\$115,750	\$133,569	\$161,500	\$141,844

Salary by

CONSTRUCTION TYPE

Commercial	72	\$118,750	\$135,000	\$171,250	\$144,750
Heavy & Highway	18	\$111,250	\$122,500	\$178,000	\$141,970
Municipal & Utility	4	\$123,060	\$130,000	\$141,250	\$134,310
Residential	23	\$116,500	\$128,000	\$160,000	\$138,333
Other	13	\$130,000	\$135,000	\$144,902	\$134,108

Salary by

CONTRACTOR TYPE

General Contractor	71	\$115,000	\$131,651	\$158,759	\$137,979
Specialty Trade Contractor	43	\$119,000	\$141,513	\$180,000	\$145,921
Construction Management	4	\$113,517	\$120,000	\$131,250	\$124,767
Other	12	\$127,500	\$155,500	\$183,125	\$155,799

Salary by

REVENUE

Up to \$25 Million	24	\$101,679	\$122,500	\$133,750	\$124,960
\$25-\$50 Million	39	\$110,000	\$130,000	\$157,509	\$132,602
\$50-\$100 Million	27	\$117,850	\$140,000	\$166,000	\$142,667
\$100-\$250 Million	21	\$120,000	\$135,000	\$164,000	\$153,916
Over \$250 Million	19	\$144,451	\$160,000	\$200,000	\$167,633

BONUS BY REVENUE

Up to \$25 Million	17	\$5,000	\$15,000	\$30,000	\$24,726
\$25-\$50 Million	33	\$10,000	\$20,000	\$35,000	\$25,199
\$50-\$100 Million	22	\$15,000	\$19,500	\$26,607	\$21,697
\$100-\$250 Million	16	\$11,500	\$20,000	\$41,250	\$29,733
Over \$250 Million	17	\$25,000	\$32,000	\$45,000	\$44,872

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SAFETY DIRECTOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	44	\$92,160	\$120,000	\$140,000	\$119,485
Eastern Washington, Idaho, Montana	17	\$76,960	\$90,000	\$105,000	\$93,629
Oregon	16	\$93,104	\$113,250	\$140,000	\$114,566
Northern/Central California	11	\$86,500	\$105,000	\$134,009	\$111,911
Greater Bay (CA)	13	\$112,000	\$130,000	\$150,000	\$132,470
Southern California	26	\$96,750	\$114,500	\$147,770	\$121,545
Texas	6	\$91,875	\$96,800	\$130,750	\$121,400
Other Participating Locations	10	\$111,250	\$120,000	\$135,209	\$117,875
ALL FIRMS	143	\$90,000	\$112,000	\$140,000	\$116,801

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	84	\$88,154	\$106,000	\$135,820	\$115,597
Heavy & Highway	22	\$100,500	\$110,000	\$133,780	\$116,974
Municipal & Utility	9	\$91,300	\$95,000	\$125,000	\$106,998
Residential	9	\$80,000	\$120,000	\$150,000	\$115,944
Other	19	\$113,500	\$125,000	\$141,250	\$126,972

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	82	\$99,250	\$120,000	\$140,480	\$122,373
Specialty Trade Contractor	48	\$84,550	\$99,500	\$125,250	\$107,905
Construction Management	2	-	-	-	\$100,300
Other	11	\$93,000	\$120,000	\$135,750	\$117,075

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	16	\$75,733	\$85,000	\$108,507	\$91,327
\$25-\$50 Million	34	\$80,250	\$94,000	\$120,000	\$101,778
\$50-\$100 Million	30	\$92,400	\$110,000	\$130,000	\$111,752
\$100-\$250 Million	38	\$105,500	\$121,350	\$141,125	\$124,793
Over \$250 Million	25	\$118,000	\$150,000	\$170,000	\$147,446

BONUS BY REVENUE					
Up to \$25 Million	12	\$3,780	\$5,000	\$5,750	\$5,193
\$25-\$50 Million	26	\$5,000	\$5,500	\$10,000	\$8,283
\$50-\$100 Million	23	\$5,500	\$8,000	\$11,500	\$10,141
\$100-\$250 Million	30	\$10,000	\$14,250	\$20,000	\$16,885
Over \$250 Million	22	\$14,700	\$22,557	\$33,765	\$24,145

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

PROJECT MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	79	\$100,000	\$116,000	\$132,500	\$119,648
Eastern Washington, Idaho, Montana	30	\$84,067	\$95,000	\$104,250	\$94,358
Oregon	21	\$105,000	\$115,000	\$125,000	\$115,841
Northern/Central California	13	\$100,000	\$122,000	\$138,000	\$119,269
Greater Bay (CA)	23	\$130,310	\$139,000	\$146,600	\$139,044
Southern California	35	\$110,000	\$120,000	\$135,630	\$121,507
Texas	11	\$95,000	\$105,000	\$123,842	\$110,151
Other Participating Locations	19	\$101,750	\$115,000	\$125,500	\$114,936
ALL FIRMS	231	\$100,000	\$116,000	\$135,000	\$117,369

Salary by

CONSTRUCTION TYPE

Commercial	140	\$100,000	\$115,000	\$128,719	\$115,723
Heavy & Highway	31	\$110,000	\$132,448	\$140,000	\$130,038
Municipal & Utility	12	\$100,000	\$115,700	\$122,750	\$109,295
Residential	23	\$96,250	\$108,198	\$123,750	\$113,495
Other	25	\$98,600	\$120,228	\$142,000	\$118,320

Salary by

CONTRACTOR TYPE

General Contractor	140	\$100,000	\$117,033	\$134,711	\$118,230
Specialty Trade Contractor	67	\$89,241	\$110,000	\$129,000	\$112,831
Construction Management	7	\$108,500	\$117,292	\$124,000	\$117,563
Other	17	\$115,000	\$130,000	\$140,000	\$128,085

Salary by

REVENUE

Up to \$25 Million	52	\$87,288	\$105,000	\$120,000	\$104,632
\$25-\$50 Million	59	\$98,740	\$110,000	\$125,000	\$112,988
\$50-\$100 Million	45	\$100,000	\$112,868	\$138,000	\$118,735
\$100-\$250 Million	45	\$110,000	\$126,000	\$139,650	\$125,903
Over \$250 Million	30	\$119,307	\$131,810	\$146,400	\$133,215

BONUS BY REVENUE

Up to \$25 Million	36	\$4,875	\$13,500	\$20,500	\$17,930
\$25-\$50 Million	50	\$7,652	\$11,000	\$20,000	\$18,874
\$50-\$100 Million	39	\$10,000	\$19,250	\$30,000	\$25,510
\$100-\$250 Million	37	\$10,000	\$20,000	\$28,000	\$25,822
Over \$250 Million	29	\$12,500	\$20,000	\$31,765	\$22,435

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PROJECT ENGINEER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	63	\$75,000	\$82,000	\$93,165	\$85,253
Eastern Washington, Idaho, Montana	19	\$62,750	\$70,000	\$79,500	\$71,847
Oregon	18	\$67,410	\$71,558	\$79,500	\$72,695
Northern/Central California	13	\$80,000	\$85,000	\$95,000	\$88,355
Greater Bay (CA)	16	\$78,750	\$87,024	\$90,000	\$85,291
Southern California	31	\$73,900	\$80,000	\$86,000	\$81,127
Texas	4	\$68,525	\$71,350	\$76,269	\$73,444
Other Participating Locations	16	\$65,156	\$77,500	\$82,260	\$78,403
ALL FIRMS	180	\$70,404	\$80,000	\$87,012	\$81,228

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	112	\$70,000	\$80,000	\$86,279	\$79,913
Heavy & Highway	23	\$75,000	\$80,000	\$91,500	\$84,064
Municipal & Utility	10	\$69,775	\$76,500	\$80,000	\$74,595
Residential	14	\$76,250	\$86,000	\$100,000	\$91,333
Other	21	\$72,800	\$78,000	\$85,000	\$81,553

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	115	\$70,308	\$80,000	\$86,539	\$80,492
Specialty Trade Contractor	44	\$69,669	\$80,000	\$89,026	\$81,679
Construction Management	6	\$79,003	\$84,026	\$89,010	\$84,125
Other	15	\$75,000	\$80,000	\$90,500	\$84,384

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	30	\$73,500	\$79,000	\$86,500	\$79,115
\$25-\$50 Million	46	\$70,000	\$80,000	\$88,750	\$79,855
\$50-\$100 Million	35	\$69,000	\$80,000	\$86,000	\$78,696
\$100-\$250 Million	41	\$73,000	\$78,000	\$83,200	\$81,593
Over \$250 Million	28	\$79,050	\$85,000	\$90,975	\$88,374

BONUS BY REVENUE					
Up to \$25 Million	18	\$2,000	\$5,000	\$10,000	\$6,831
\$25-\$50 Million	38	\$3,068	\$5,000	\$9,500	\$8,256
\$50-\$100 Million	29	\$5,000	\$7,300	\$10,000	\$8,565
\$100-\$250 Million	34	\$5,000	\$7,500	\$10,375	\$9,642
Over \$250 Million	26	\$4,625	\$6,900	\$10,000	\$8,518

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

ESTIMATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

REGION

Western Washington	55	\$95,000	\$108,722	\$130,000	\$112,361
Eastern Washington, Idaho, Montana	25	\$79,456	\$96,568	\$110,240	\$96,570
Oregon	17	\$85,000	\$90,000	\$111,000	\$95,565
Northern/Central California	11	\$90,000	\$111,000	\$127,500	\$111,819
Greater Bay (CA)	19	\$110,000	\$142,500	\$155,000	\$139,280
Southern California	31	\$85,000	\$100,532	\$133,800	\$111,396
Texas	12	\$80,873	\$85,000	\$100,000	\$86,600
Other Participating Locations	14	\$86,250	\$100,000	\$112,123	\$101,019
ALL FIRMS	184	\$85,000	\$101,347	\$127,180	\$108,705

Salary by

CONSTRUCTION TYPE

Commercial	106	\$85,000	\$100,000	\$124,430	\$106,310
Heavy & Highway	26	\$97,096	\$120,000	\$140,675	\$123,299
Municipal & Utility	10	\$100,650	\$109,500	\$120,000	\$112,820
Residential	19	\$85,000	\$90,000	\$111,000	\$97,318
Other	23	\$87,118	\$107,806	\$130,000	\$110,865

Salary by

CONTRACTOR TYPE

General Contractor	106	\$90,050	\$109,361	\$134,000	\$114,371
Specialty Trade Contractor	62	\$81,753	\$95,000	\$115,000	\$98,882
Construction Management	2	-	-	-	\$121,000
Other	14	\$85,000	\$97,500	\$145,500	\$107,558

Salary by

REVENUE

Up to \$25 Million	38	\$77,884	\$88,500	\$103,750	\$89,443
\$25-\$50 Million	47	\$85,000	\$105,000	\$128,120	\$106,147
\$50-\$100 Million	34	\$91,532	\$107,300	\$144,048	\$115,262
\$100-\$250 Million	38	\$93,500	\$111,000	\$137,300	\$119,925
Over \$250 Million	27	\$95,500	\$110,000	\$135,500	\$116,224

BONUS BY REVENUE

Up to \$25 Million	27	\$4,500	\$10,000	\$17,975	\$12,860
\$25-\$50 Million	38	\$5,000	\$9,051	\$20,000	\$15,257
\$50-\$100 Million	28	\$5,525	\$10,000	\$16,250	\$13,802
\$100-\$250 Million	30	\$8,125	\$12,000	\$20,000	\$16,050
Over \$250 Million	23	\$8,406	\$11,300	\$19,000	\$15,802

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SECTION FIVE

Field Positions



30 SUPERINTENDENT

Coordinates and supervises assigned foremen, subcontractors, and others in a particular work or discipline area.

31 FOREMAN

Responsible for coordinating construction projects and supervising workers including assigning tasks, creating schedules, and making sure projects are completed on time.

32 JOURNEYMAN / CRAFTSMAN

Construct, erect, install, and repair wooden structures and fixtures or the equivalent expectations for other trades such as electrician, plumber, painter, and mason.

33 LABORER

Assist skilled craft workers by performing general duties as assigned including load and unload trucks, haul materials, perform job clean-up, erect temporary structures, and maintenance of tools and supplies.

SUPERINTENDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	75	\$105,000	\$124,300	\$136,972	\$124,413
Eastern Washington, Idaho, Montana	30	\$80,000	\$91,400	\$99,625	\$91,285
Oregon	22	\$91,640	\$113,800	\$139,559	\$114,364
Northern/Central California	14	\$115,000	\$120,000	\$129,371	\$127,416
Greater Bay (CA)	22	\$121,250	\$146,050	\$155,250	\$143,504
Southern California	33	\$103,000	\$120,120	\$135,000	\$124,007
Texas	12	\$96,750	\$109,500	\$118,579	\$103,805
Other Participating Locations	17	\$100,514	\$110,000	\$120,000	\$107,970
ALL FIRMS	225	\$100,000	\$117,600	\$135,000	\$118,666

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	135	\$96,500	\$118,000	\$134,500	\$118,272
Heavy & Highway	29	\$110,000	\$120,000	\$140,408	\$125,744
Municipal & Utility	14	\$109,700	\$117,500	\$130,325	\$122,265
Residential	24	\$88,750	\$105,250	\$113,500	\$103,547
Other	23	\$110,300	\$130,000	\$140,000	\$125,643

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	139	\$100,000	\$118,000	\$130,000	\$118,184
Specialty Trade Contractor	60	\$100,000	\$119,000	\$145,150	\$122,482
Construction Management	8	\$97,886	\$104,175	\$117,600	\$104,526
Other	18	\$105,000	\$115,300	\$140,000	\$115,957

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	48	\$83,750	\$102,500	\$125,787	\$106,767
\$25-\$50 Million	61	\$101,000	\$111,140	\$125,000	\$114,494
\$50-\$100 Million	44	\$97,200	\$116,000	\$130,000	\$115,242
\$100-\$250 Million	45	\$106,500	\$123,000	\$140,000	\$123,690
Over \$250 Million	27	\$122,500	\$138,237	\$163,510	\$146,453

BONUS BY REVENUE					
Up to \$25 Million	28	\$3,150	\$5,000	\$16,250	\$10,029
\$25-\$50 Million	51	\$5,000	\$9,500	\$20,000	\$17,957
\$50-\$100 Million	37	\$8,015	\$10,000	\$20,000	\$14,917
\$100-\$250 Million	36	\$10,000	\$15,741	\$20,000	\$18,857
Over \$250 Million	25	\$15,000	\$25,000	\$36,000	\$28,727

[*] If fewer than three respondents, dollar figures are averaged [-] Too few respondents

FOREMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	70	\$85,000	\$99,950	\$112,500	\$100,603
Eastern Washington, Idaho, Montana	22	\$70,822	\$75,980	\$83,750	\$79,164
Oregon	20	\$73,150	\$89,394	\$105,790	\$92,206
Northern/Central California	10	\$88,500	\$95,000	\$122,250	\$108,211
Greater Bay (CA)	20	\$99,653	\$110,348	\$125,507	\$113,765
Southern California	26	\$80,000	\$93,500	\$104,750	\$92,703
Texas	9	\$65,000	\$69,612	\$80,000	\$73,596
Other Participating Locations	12	\$67,750	\$85,379	\$93,575	\$80,965
ALL FIRMS	189	\$78,000	\$92,000	\$110,000	\$95,395

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	119	\$76,500	\$93,787	\$112,500	\$96,540
Heavy & Highway	22	\$84,693	\$102,500	\$113,924	\$99,957
Municipal & Utility	10	\$85,000	\$87,500	\$92,003	\$91,327
Residential	19	\$76,250	\$84,000	\$97,500	\$84,027
Other	19	\$79,322	\$97,760	\$111,890	\$96,443

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	109	\$75,000	\$90,000	\$105,000	\$91,483
Specialty Trade Contractor	60	\$83,425	\$98,880	\$123,138	\$103,189
Construction Management	2	-	-	-	\$94,750
Other	18	\$85,000	\$91,550	\$105,000	\$93,171

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	45	\$75,000	\$88,000	\$100,000	\$92,267
\$25-\$50 Million	53	\$83,200	\$98,500	\$107,000	\$96,954
\$50-\$100 Million	34	\$66,250	\$90,000	\$100,000	\$90,363
\$100-\$250 Million	37	\$81,366	\$97,000	\$115,000	\$97,309
Over \$250 Million	20	\$82,519	\$103,150	\$123,138	\$103,312

BONUS BY REVENUE					
Up to \$25 Million	26	\$2,500	\$3,500	\$5,000	\$4,912
\$25-\$50 Million	33	\$1,500	\$3,000	\$7,320	\$4,931
\$50-\$100 Million	25	\$3,000	\$5,000	\$7,000	\$5,712
\$100-\$250 Million	24	\$3,000	\$5,000	\$8,000	\$5,723
Over \$250 Million	14	\$2,547	\$5,000	\$5,375	\$5,451

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JOURNEYMAN / CRAFTSMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	64	\$74,848	\$90,000	\$104,596	\$91,524
Eastern Washington, Idaho, Montana	27	\$60,352	\$65,000	\$72,650	\$65,938
Oregon	21	\$62,000	\$75,000	\$99,840	\$79,973
Northern/Central California	10	\$65,000	\$87,500	\$109,286	\$93,462
Greater Bay (CA)	22	\$80,500	\$90,500	\$105,961	\$95,662
Southern California	23	\$69,366	\$80,000	\$93,218	\$79,584
Texas	8	\$60,000	\$62,500	\$67,433	\$64,716
Other Participating Locations	15	\$53,071	\$70,907	\$78,873	\$67,353
ALL FIRMS	190	\$65,000	\$75,945	\$95,912	\$82,710

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	126	\$65,000	\$75,945	\$95,199	\$82,165
Heavy & Highway	18	\$65,000	\$85,392	\$97,500	\$83,918
Municipal & Utility	11	\$67,500	\$75,000	\$95,000	\$84,072
Residential	18	\$73,198	\$77,500	\$92,500	\$82,451
Other	17	\$68,000	\$85,000	\$102,294	\$84,865

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	105	\$65,000	\$75,000	\$94,000	\$80,162
Specialty Trade Contractor	66	\$66,046	\$86,000	\$100,000	\$88,160
Construction Management	3	\$49,920	\$56,000	\$61,337	\$55,504
Other	16	\$70,850	\$80,500	\$91,250	\$82,050

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	50	\$62,400	\$74,900	\$93,750	\$79,523
\$25-\$50 Million	57	\$72,800	\$81,125	\$96,127	\$85,473
\$50-\$100 Million	36	\$60,000	\$68,000	\$90,276	\$77,707
\$100-\$250 Million	31	\$70,360	\$75,000	\$90,500	\$81,569
Over \$250 Million	16	\$80,829	\$101,647	\$112,125	\$96,294

BONUS BY REVENUE					
Up to \$25 Million	23	\$1,250	\$2,400	\$3,000	\$2,944
\$25-\$50 Million	23	\$1,000	\$1,500	\$2,500	\$2,048
\$50-\$100 Million	18	\$1,250	\$2,750	\$4,625	\$3,567
\$100-\$250 Million	12	\$875	\$2,188	\$4,250	\$2,987
Over \$250 Million	5	\$940	\$2,000	\$2,000	\$1,698

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LABORER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
REGION					
Western Washington	64	\$51,200	\$57,500	\$75,000	\$62,987
Eastern Washington, Idaho, Montana	28	\$44,625	\$47,840	\$52,750	\$48,407
Oregon	21	\$42,000	\$49,400	\$57,000	\$53,279
Northern/Central California	9	\$45,000	\$65,000	\$70,512	\$58,029
Greater Bay (CA)	19	\$60,500	\$66,639	\$70,304	\$66,646
Southern California	27	\$44,000	\$60,000	\$71,500	\$58,675
Texas	9	\$39,244	\$46,000	\$50,000	\$48,187
Other Participating Locations	15	\$40,530	\$45,000	\$51,000	\$49,280
ALL FIRMS	192	\$45,992	\$54,189	\$69,625	\$57,558

<i>Salary by</i>					
CONSTRUCTION TYPE					
Commercial	121	\$45,000	\$50,000	\$67,000	\$55,638
Heavy & Highway	18	\$50,000	\$61,000	\$74,220	\$62,341
Municipal & Utility	10	\$48,383	\$55,000	\$57,250	\$57,063
Residential	22	\$52,000	\$55,880	\$65,000	\$58,448
Other	21	\$50,000	\$56,000	\$72,000	\$63,820

<i>Salary by</i>					
CONTRACTOR TYPE					
General Contractor	109	\$46,000	\$55,000	\$75,000	\$60,244
Specialty Trade Contractor	59	\$45,732	\$50,000	\$65,000	\$54,421
Construction Management	6	\$34,210	\$44,105	\$56,483	\$44,205
Other	18	\$49,625	\$52,000	\$60,000	\$56,018

<i>Salary by</i>					
REVENUE					
Up to \$25 Million	49	\$45,000	\$51,168	\$62,400	\$54,030
\$25-\$50 Million	52	\$46,525	\$53,189	\$67,479	\$58,402
\$50-\$100 Million	38	\$43,000	\$48,750	\$64,350	\$54,726
\$100-\$250 Million	35	\$50,000	\$55,000	\$70,652	\$60,705
Over \$250 Million	18	\$48,500	\$68,750	\$75,821	\$64,576

BONUS BY REVENUE					
Up to \$25 Million	19	\$750	\$1,500	\$2,500	\$1,866
\$25-\$50 Million	28	\$500	\$1,000	\$1,500	\$1,291
\$50-\$100 Million	20	\$500	\$1,500	\$2,100	\$2,083
\$100-\$250 Million	14	\$500	\$1,250	\$2,750	\$1,875
Over \$250 Million	6	\$513	\$775	\$1,750	\$1,558

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