

CONSTRUCTION INDUSTRY Salary Report



2018

Northwest
Washington
Oregon
Idaho
Montana

NAVIGATE THE FUTURE

The Northwest construction industry is continuing at a steady pace as companies seize the region's opportunities. One unique advantage is the accelerating population growth in the Northwest states, which outpaces that of the nation. With new challenges on the horizon and current ones gaining momentum, however, the region's companies must plan strategically to maintain their strong position.

One critical issue that won't be going away soon is the shortage of industry workers for labor and management. This challenge leaves companies with the task of finding solutions to attract and retain talent—whether it means reevaluating their compensation plans, increasing wages, or experimenting with alternatives to increase efficiency through technology or greater offsite assembly. In addition to the cost of labor increasing, the cost of materials is also skyrocketing, squeezing margins. In meeting these short-term demands, companies shouldn't lose sight of a potential downturn as real estate slows—even if they have backlogs through 2020.

We're pleased to once again share with you the results of our latest salary survey as well as an industry analysis from Ken Simonson, chief economist at the Associated General Contractors (AGC) of America. We hope the results will help guide your business decisions fruitfully in the years ahead to grow, manage, and protect your prosperity.



ELAINE ERVIN

National Practice Leader,
Moss Adams Construction

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Introduction

Northwest Construction Outlook: Setting a Fast Pace but Needing More Workers

BY KEN SIMONSON, CHIEF ECONOMIST, AGC OF AMERICA

Population and economic growth in the Northwest continue to outpace the nation. Both types of growth not only generate demand for construction but also add to the pressure to find enough qualified workers.

After more than seven years of expansion, construction activity nationally is showing no signs of running out of steam. In fact, many construction segments are growing faster than they were a year ago. Business and consumer confidence surveys show continued optimism about the year ahead, while contractors overwhelmingly say they plan to keep adding workers—if they can find them.

Construction employment nationally has been rising at a 4% year-over-year rate, more than double the 1.6% growth rate for total nonfarm payroll employment. Construction employment growth in the Northwest has equaled or exceeded this pace: from July 2017 to July 2018 industry employment climbed by 4% in Montana and Washington, 5% in Idaho, and 9% in Oregon. Oregon was one of a handful of states where construction employment in July 2018 had exceeded prerecession levels.

One reason for the strong regional employment growth is a healthy economy. Gross domestic product (GDP)—the sum of all goods and services produced in the country—increased 4.7% in the US from the first quarter of 2017 to the first quarter of 2018. Three of the states covered in this report exceeded the national rate: 6.0% in Washington, 5.1% in Oregon and 5% in Idaho. The GDP growth rate in Montana, 3.6%, fell a bit short of the national rate but was still strong enough to generate demand for healthy construction.

A regional population surge has also helped construction boom in the Northwest. From July 2017 to July 2018, Idaho led all states with a 2.2% jump in population. That was triple the national growth rate of 0.7%. Washington's growth rate, 1.7%, was 2.5 times the national rate. Oregon's population grew 1.4%, nearly double the U.S. rate, while Montana experienced a 1.1% increase, well above the national pace.

Rising GDP implies a need for all types of private nonresidential construction. Population growth creates demand for housing, schools, and other public structures, and many types of private, nonresidential buildings. In addition, a growing population generally implies a larger workforce, and economic and population growth both help enlarge the tax base that funds state and local public construction.

With these tailwinds, it shouldn't be surprising that construction plays an important role in the economy of each of the Northwest states. In 2017, construction accounted for 6.1% of state GDP in Montana and Idaho, well above the industry's 4.3% share nationally. The share in Oregon and Washington, 4.3%, matched the US share.

However, the population increase in the Northwest hasn't been sufficient to alleviate the workforce shortage that is plaguing many contractors. In a workforce survey that AGC of America conducted among member companies in the summer of 2018, 80% of the 2,552 respondents reported that their firms were having difficulty filling hourly craft positions, while 56% reported difficulty filling salaried positions.

Difficulties were just as acute among Northwest contractors. Of the 83

respondents that said Washington was their primary state of operations, 89% reported difficulty filling craft positions and 54% reported difficulty filling salaried positions. For the 68 respondents from Oregon, 79% cited craft positions and 51% listed salaried positions as being hard to fill. Among the 29 respondents from Idaho, the respective shares were 79% for craft workers and 36% for salaried personnel. There weren't enough participants based in Montana to break out their responses.

Despite the difficulty finding qualified workers, Northwest survey respondents were overwhelming optimistic about their firms' prospects. Nationally and in Oregon, 76% of firms say they expect to hire hourly craft personnel for expansion in the next 12 months. The percentages were even higher in Idaho and Washington at 81% and 83% respectively.

Although the region's optimism is consistent with most surveys and economists' forecasts regarding the continued expansion of the US economy, the Northwest and its contractors are more vulnerable than most of the country to a deterioration in cross-border trade. Washington in particular has deep connections to the economies of western Canada and the Pacific Rim for both exports and imports.

Aside from these concerns over worker availability and trade issues, Northwest contractors appear poised to continue growing in 2019.



SECTION ONE

Metrics, Strategies, Benefits & Perquisites

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07 PERQUISITES

08 PAID TIME OFF & HOLIDAYS

09 INSURANCE BENEFITS

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RESPONDENTS

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
LOCATION OF OPERATIONS						
Western WA	13	11	24	14	16	7
Eastern WA	10	4	5	4	1	1
Oregon	3	7	2	2	5	2
Idaho	14	7	5	2	2	-
Montana	2	1	4	1	-	-
All Regions	42	30	40	23	24	10
<hr/>						
Companies that are a UNION SHOP	12%	30%	35%	52%	50%	70%

[-] No respondents

SALARY STRATEGIES

Companies that use the following
SALARY STRATEGIES

Base Plus COLA	35%	An adjustment to the base salary by a percentage assumed to match increases in costs for goods and services on a national, regional, or local level, or account for changes in the market.
Wage Scale Plus COLA	17%	A range of pay rates, from minimum to maximum, set for a specific pay grade, plus a cost of living adjustment.
Cash Incentives	24%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	69%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	73%	An incentive pay plan that awards employees' compensation, in addition to their base salary, for achieving individual or group performance and productivity goals.
Specialization or Skill Based	26%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	17%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/ Union Contract	34%	The agreement or contract sets wages, hours and other terms and conditions of employment for an agreed-upon period of time.
None of these	2%	

AVERAGE WAGE INCREASE/DECREASE

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Wage increase/decrease for CURRENT YEAR						
Management	3.3%	3.7%	5.5%	4.8%	3.9%	3.6%
Nonmanagement	5.2%	4.7%	5.0%	4.1%	4.2%	3.5%
Anticipated wage increase/decrease for NEXT YEAR						
Management	2.7%	2.3%	3.6%	3.5%	3.6%	3.6%
Nonmanagement	4.5%	3.2%	4.3%	3.3%	3.2%	3.3%

PERQUISITES

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Companies that provide a COMPANY CAR						
Management	77%	85%	78%	75%	85%	78%
Nonmanagement	26%	42%	31%	32%	25%	22%
Companies that provide a CAR ALLOWANCE						
Management	25%	30%	49%	63%	72%	89%
Nonmanagement	14%	22%	25%	21%	47%	56%
Average MONTHLY CAR ALLOWANCE						
Management	\$420	\$444	\$577	\$655	\$656	\$821
Nonmanagement	\$325	\$430	\$530	\$369	\$568	\$666
Companies that provide MILEAGE REIMBURSEMENT						
Management	52%	61%	69%	60%	71%	71%
Nonmanagement	79%	93%	86%	89%	94%	100%
Companies that provide a COMPANY CELL PHONE						
Management	88%	100%	97%	90%	86%	89%
Nonmanagement	50%	58%	57%	59%	72%	50%
Companies that provide a CELL PHONE ALLOWANCE						
Management	44%	31%	50%	45%	38%	56%
Nonmanagement	36%	35%	52%	33%	47%	29%
Companies that pay PROFESSIONAL DUES						
Management	45%	62%	54%	65%	85%	89%
Nonmanagement	19%	29%	24%	27%	65%	33%
Companies that provide PAID JURY DUTY						
Management	26%	42%	57%	60%	65%	89%
Nonmanagement	27%	36%	50%	62%	71%	88%

PAID TIME OFF & HOLIDAYS

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M

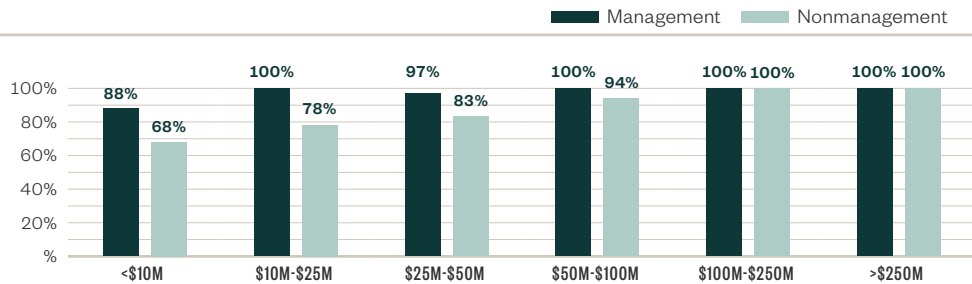
Companies that offer
PAID TIME OFF

Management	100%	100%	100%	100%	100%	100%
Nonmanagement	100%	92%	97%	100%	100%	100%

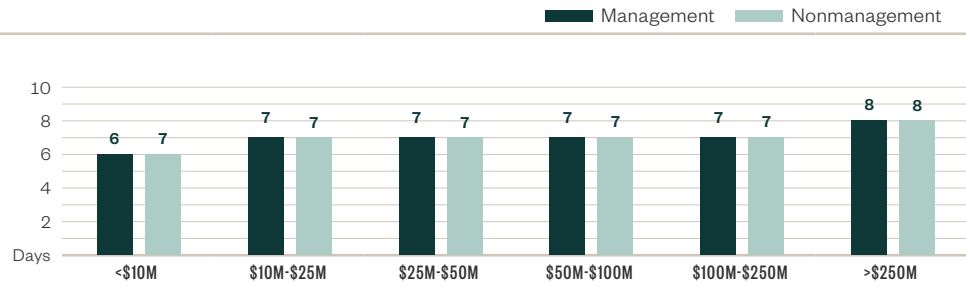
DAYS OF PAID TIME OFF

	Years	ANNUAL REVENUE					
		< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Management	<1	4	7	8	14	14	15
	1+	8	9	11	15	15	15
	5+	12	13	15	18	19	21
	10+	14	17	18	20	24	24
	15+	15	18	19	22	24	25
Nonmanagement	<1	4	6	6	11	13	14
	1+	7	9	8	13	13	16
	5+	10	12	13	16	18	21
	10+	12	15	16	17	22	23
	15+	12	17	17	18	22	25

Companies that offer
PAID HOLIDAYS



AVERAGE PAID HOLIDAYS PER YEAR



INSURANCE BENEFITS

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Companies that are SELF-INSURED FOR MEDICAL	24%	4%	17%	40%	38%	44%
Companies that offer HEALTH INSURANCE						
Management	100%	100%	100%	100%	100%	100%
Nonmanagement	93%	96%	87%	100%	100%	89%
Portion paid of HEALTH INSURANCE						
Employee Costs	80%	85%	89%	85%	90%	90%
Dependent Costs	32%	41%	46%	66%	62%	76%
Companies that offer DENTAL INSURANCE						
Management	96%	100%	100%	95%	100%	100%
Nonmanagement	87%	92%	89%	95%	100%	89%
Portion paid of DENTAL INSURANCE						
Employee Costs	62%	72%	83%	78%	82%	82%
Dependent Costs	34%	41%	45%	65%	62%	77%
Companies that offer VISION INSURANCE						
Management	90%	96%	94%	90%	95%	100%
Nonmanagement	81%	88%	83%	90%	95%	89%
Portion paid of VISION INSURANCE						
Employee Costs	63%	81%	71%	78%	80%	85%
Dependent Costs	41%	42%	44%	63%	64%	80%
Companies that offer DISABILITY INSURANCE						
Management	100%	100%	100%	100%	100%	100%
Nonmanagement	77%	91%	73%	94%	100%	88%
Portion paid of DISABILITY INSURANCE						
Employee Costs	58%	55%	68%	83%	72%	96%
Dependent Costs	21%	31%	33%	50%	27%	60%

RETIREMENT BENEFITS

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M

Companies that offer a
**401(K) PLAN OR
PROFIT SHARING PLAN**

Management	85%	92%	97%	100%	95%	100%
Nonmanagement	77%	80%	78%	90%	95%	100%

401(k)
**MAXIMUM % OF ANNUAL SALARY
THAT COMPANIES MATCH**

Management	3.3%	5.2%	5.5%	6.0%	4.2%	3.5%
Nonmanagement	3.3%	4.0%	4.0%	6.0%	4.2%	3.5%

	ACROSS ALL REVENUE CATEGORIES	
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Companies that offer a
UNION PENSION

Management	7%
Nonmanagement	36%

Companies that offer a
DEFERRED COMPENSATION PLAN

Management	20%
Nonmanagement	14%



12 **PRESIDENT**

13 **CHIEF FINANCIAL OFFICER**

14 **VICE PRESIDENT**

SECTION TWO

Executive Positions



PRESIDENT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	77	\$150,000	\$187,800	\$250,000	\$205,528
Eastern WA	23	\$100,000	\$120,000	\$168,506	\$133,262
Oregon	16	\$131,100	\$194,703	\$271,250	\$201,207
Idaho	28	\$76,650	\$110,000	\$146,250	\$117,398
Montana	7	\$99,100	\$105,000	\$143,440	\$118,445
All Firms	151	\$110,000	\$160,000	\$225,650	\$173,739
SALARY BY CONSTRUCTION TYPE					
Commercial	102	\$100,000	\$156,000	\$245,000	\$179,348
Heavy/Highway	30	\$110,000	\$150,000	\$197,595	\$156,309
Municipal/Utility	*	*	*	*	\$168,333
Residential	12	\$117,750	\$175,000	\$178,750	\$163,792
Other	4	\$106,300	\$191,540	\$292,770	\$196,870
SALARY BY CONTRACTOR TYPE					
General Contractor	81	\$104,000	\$160,500	\$238,600	\$175,879
Specialty Trade Contractor	57	\$107,500	\$155,000	\$225,650	\$170,762
Construction Management	*	*	*	*	\$205,883
Other	10	\$117,000	\$150,000	\$188,750	\$163,600
SALARY BY REVENUE					
Up to \$10 Million	37	\$75,000	\$100,000	\$130,000	\$106,040
\$10-\$25 Million	29	\$107,500	\$156,000	\$190,000	\$156,616
\$25-\$50 Million	38	\$120,000	\$168,000	\$245,000	\$176,700
\$50-\$100 Million	19	\$155,000	\$203,405	\$250,000	\$214,092
\$100-\$250 Million	22	\$173,750	\$237,875	\$300,000	\$232,548
Over \$250 Million	6	\$202,050	\$277,500	\$462,500	\$333,867
BONUS BY REVENUE					
Up to \$10 Million	20	\$20,000	\$35,000	\$60,000	\$54,652
\$10-\$25 Million	20	\$20,000	\$45,000	\$187,500	\$91,857
\$25-\$50 Million	17	\$25,000	\$71,000	\$150,000	\$86,500
\$50-\$100 Million	13	\$35,500	\$45,000	\$145,000	\$94,902
\$100-\$250 Million	14	\$47,500	\$110,000	\$250,000	\$167,643
Over \$250 Million	4	\$46,000	\$100,000	\$381,250	\$175,750

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

CHIEF FINANCIAL OFFICER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	56	\$121,250	\$161,500	\$200,000	\$167,635
Eastern WA	9	\$96,800	\$115,000	\$147,500	\$118,433
Oregon	9	\$123,000	\$145,000	\$160,223	\$140,161
Idaho	17	\$82,500	\$92,000	\$119,700	\$106,406
Montana	4	\$79,375	\$100,500	\$122,435	\$100,770
All Firms	95	\$100,000	\$136,000	\$175,000	\$146,599
SALARY BY CONSTRUCTION TYPE					
Commercial	62	\$104,500	\$142,500	\$200,000	\$152,964
Heavy/Highway	20	\$92,775	\$128,290	\$161,500	\$136,889
Municipal/Utility	-	-	-	-	-
Residential	8	\$96,750	\$142,500	\$167,500	\$130,625
Other	*	*	*	*	\$140,116
SALARY BY CONTRACTOR TYPE					
General Contractor	51	\$114,000	\$150,000	\$170,000	\$146,798
Specialty Trade Contractor	37	\$100,000	\$125,000	\$194,500	\$145,301
Construction Management	-	-	-	-	-
Other	5	\$101,250	\$120,000	\$213,290	\$149,816
SALARY BY REVENUE					
Up to \$10 Million	12	\$71,375	\$85,000	\$98,125	\$86,083
\$10-\$25 Million	10	\$100,000	\$111,000	\$145,000	\$123,640
\$25-\$50 Million	32	\$101,500	\$125,790	\$159,000	\$138,957
\$50-\$100 Million	16	\$130,710	\$160,500	\$178,750	\$160,881
\$100-\$250 Million	19	\$155,000	\$170,000	\$200,000	\$177,657
Over \$250 Million	6	\$160,475	\$222,000	\$250,000	\$210,217
BONUS BY REVENUE					
Up to \$10 Million	9	\$9,500	\$15,000	\$32,500	\$19,944
\$10-\$25 Million	6	\$10,000	\$12,500	\$68,750	\$45,000
\$25-\$50 Million	20	\$10,000	\$20,000	\$54,162	\$37,707
\$50-\$100 Million	15	\$22,400	\$31,200	\$60,000	\$47,207
\$100-\$250 Million	14	\$25,000	\$56,000	\$120,000	\$78,575
Over \$250 Million	5	\$64,000	\$100,000	\$217,500	\$132,600

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

VICE PRESIDENT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	56	\$120,000	\$164,334	\$195,250	\$162,285
Eastern WA	15	\$100,000	\$117,007	\$152,000	\$124,465
Oregon	12	\$120,000	\$167,573	\$206,000	\$161,971
Idaho	18	\$75,200	\$96,695	\$125,000	\$99,582
Montana	5	\$80,000	\$94,534	\$119,531	\$101,199
All Firms	106	\$100,000	\$139,508	\$177,500	\$143,329
SALARY BY CONSTRUCTION TYPE					
Commercial	74	\$100,000	\$149,000	\$180,000	\$147,618
Heavy/Highway	20	\$97,084	\$120,000	\$180,000	\$132,380
Municipal/Utility	*	*	*	*	\$115,000
Residential	7	\$87,506	\$160,000	\$175,000	\$145,358
Other	-	-	-	-	-
SALARY BY CONTRACTOR TYPE					
General Contractor	60	\$100,000	\$150,000	\$175,000	\$146,719
Specialty Trade Contractor	39	\$100,000	\$130,000	\$185,400	\$139,370
Construction Management	*	*	*	*	\$139,217
Other	4	\$77,500	\$131,562	\$185,771	\$131,611
SALARY BY REVENUE					
Up to \$10 Million	19	\$70,000	\$94,168	\$119,000	\$97,257
\$10-\$25 Million	19	\$100,000	\$120,000	\$145,000	\$122,299
\$25-\$50 Million	27	\$100,000	\$120,000	\$156,485	\$132,937
\$50-\$100 Million	16	\$157,612	\$174,850	\$199,560	\$173,442
\$100-\$250 Million	20	\$150,000	\$180,000	\$206,000	\$173,799
Over \$250 Million	6	\$155,000	\$180,000	\$270,000	\$211,143
BONUS BY REVENUE					
Up to \$10 Million	11	\$10,000	\$20,000	\$30,000	\$24,034
\$10-\$25 Million	15	\$20,000	\$30,000	\$150,000	\$66,029
\$25-\$50 Million	19	\$10,000	\$34,000	\$98,375	\$62,275
\$50-\$100 Million	12	\$30,000	\$38,195	\$49,000	\$40,394
\$100-\$250 Million	14	\$35,000	\$92,500	\$130,000	\$91,429
Over \$250 Million	5	\$28,000	\$75,000	\$152,500	\$102,667

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



SECTION THREE

Technical Management Positions

16 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.

17 SAFETY DIRECTOR

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

18 PROJECT MANAGER

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

19 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.

20 ESTIMATOR

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

CONSTRUCTION MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	43	\$75,000	\$100,000	\$124,000	\$103,352
Eastern WA	10	\$75,000	\$89,880	\$109,200	\$94,296
Oregon	11	\$72,800	\$90,000	\$100,000	\$94,438
Idaho	14	\$54,250	\$75,000	\$91,000	\$72,033
Montana	4	\$61,699	\$77,750	\$84,100	\$73,678
All Firms	82	\$70,000	\$85,180	\$110,000	\$93,669

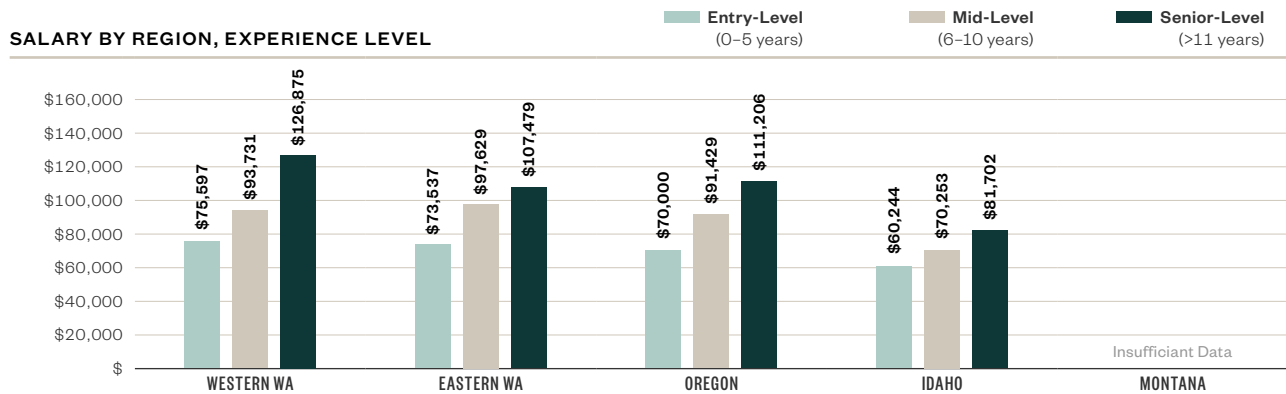
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	51	\$75,000	\$92,000	\$116,500	\$97,079
Heavy/Highway	19	\$65,000	\$85,000	\$100,000	\$90,088
Municipal/Utility	-	-	-	-	-
Residential	8	\$56,100	\$82,500	\$100,000	\$88,090
Other	-	-	-	-	-

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	49	\$75,000	\$92,000	\$115,000	\$97,412
Specialty Trade Contractor	26	\$65,000	\$80,000	\$100,000	\$87,888
Construction Management	4	\$77,500	\$100,000	\$115,917	\$98,804
Other	*	*	*	*	\$76,068

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	14	\$57,200	\$75,000	\$85,000	\$72,460
\$10-\$25 Million	14	\$60,000	\$75,000	\$95,000	\$81,291
\$25-\$50 Million	22	\$67,500	\$85,000	\$100,000	\$86,384
\$50-\$100 Million	15	\$82,440	\$109,000	\$132,500	\$113,018
\$100-\$250 Million	11	\$85,341	\$100,000	\$124,923	\$108,652
Over \$250 Million	6	\$83,750	\$118,500	\$153,850	\$119,650

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	7	\$7,500	\$9,500	\$12,000	\$10,864
\$10-\$25 Million	10	\$3,636	\$5,000	\$10,000	\$9,737
\$25-\$50 Million	17	\$5,000	\$9,900	\$14,500	\$11,848
\$50-\$100 Million	13	\$6,500	\$12,500	\$20,000	\$14,906
\$100-\$250 Million	9	\$5,000	\$8,000	\$10,000	\$11,165
Over \$250 Million	5	\$10,000	\$12,500	\$27,000	\$20,318

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



SAFETY DIRECTOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	44	\$75,000	\$85,000	\$100,000	\$87,117
Eastern WA	14	\$60,000	\$70,000	\$84,100	\$71,788
Oregon	9	\$65,000	\$85,000	\$95,000	\$86,237
Idaho	11	\$47,460	\$60,000	\$70,000	\$60,268
Montana	-	-	-	-	-
All Firms	80	\$60,225	\$79,000	\$95,000	\$79,465

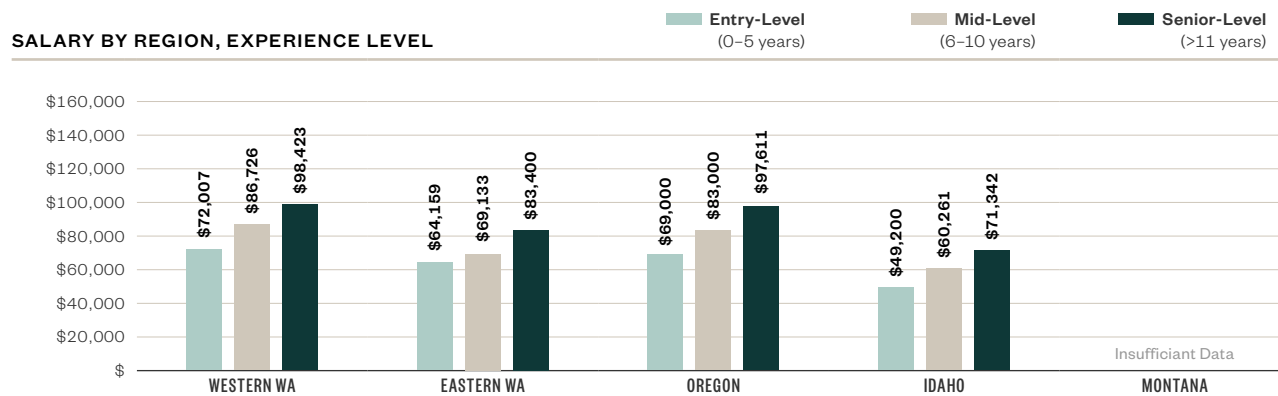
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	56	\$64,500	\$80,106	\$95,000	\$81,578
Heavy/Highway	19	\$65,000	\$75,000	\$91,000	\$78,679
Municipal/Utility	-	-	-	-	-
Residential	-	-	-	-	-
Other	-	-	-	-	-

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	43	\$65,000	\$80,000	\$92,000	\$79,849
Specialty Trade Contractor	30	\$57,250	\$75,000	\$100,000	\$78,248
Construction Management	-	-	-	-	-
Other	5	\$65,000	\$78,000	\$97,500	\$81,444

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	9	\$55,000	\$65,000	\$83,200	\$66,521
\$10-\$25 Million	11	\$50,000	\$65,000	\$75,000	\$66,854
\$25-\$50 Million	20	\$50,000	\$70,000	\$85,000	\$69,307
\$50-\$100 Million	17	\$78,000	\$89,500	\$100,182	\$88,668
\$100-\$250 Million	15	\$69,200	\$81,080	\$96,250	\$83,175
Over \$250 Million	8	\$80,000	\$92,200	\$116,750	\$97,281

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	5	\$2,500	\$10,000	\$17,500	\$10,591
\$10-\$25 Million	7	\$2,000	\$4,000	\$5,000	\$4,500
\$25-\$50 Million	16	\$2,000	\$4,800	\$5,000	\$6,209
\$50-\$100 Million	14	\$6,150	\$10,000	\$12,273	\$9,553
\$100-\$250 Million	12	\$3,000	\$5,000	\$8,377	\$7,610
Over \$250 Million	7	\$7,500	\$13,250	\$16,250	\$13,722

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



PROJECT MANAGER

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY REGION					
Western WA	69	\$80,000	\$98,845	\$120,000	\$100,611
Eastern WA	21	\$74,250	\$84,500	\$109,200	\$89,650
Oregon	16	\$78,750	\$90,000	\$104,501	\$93,068
Idaho	19	\$60,000	\$75,000	\$90,000	\$73,984
Montana	6	\$63,050	\$75,000	\$84,550	\$72,905
All Firms	131	\$75,000	\$90,000	\$110,000	\$92,799

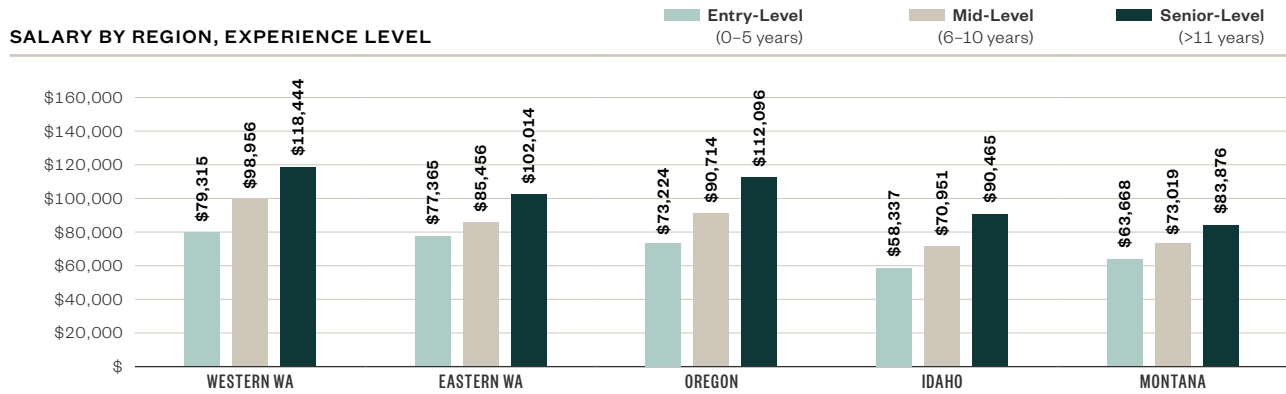
	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	86	\$75,000	\$90,000	\$110,000	\$93,099
Heavy/Highway	31	\$74,420	\$88,400	\$109,000	\$91,732
Municipal/Utility	*	*	*	*	\$85,556
Residential	7	\$79,975	\$112,500	\$131,813	\$108,912
Other	4	\$65,438	\$80,750	\$91,325	\$82,286

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	74	\$78,930	\$90,050	\$110,150	\$95,551
Specialty Trade Contractor	46	\$70,620	\$85,000	\$106,000	\$89,694
Construction Management	4	\$77,950	\$96,200	\$133,750	\$103,025
Other	7	\$51,177	\$85,090	\$94,017	\$75,463

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	23	\$67,000	\$75,500	\$91,900	\$79,786
\$10-\$25 Million	26	\$65,000	\$80,000	\$97,530	\$84,591
\$25-\$50 Million	36	\$73,880	\$83,150	\$100,000	\$86,698
\$50-\$100 Million	19	\$87,800	\$103,480	\$120,000	\$103,886
\$100-\$250 Million	18	\$86,929	\$100,000	\$120,025	\$101,923
Over \$250 Million	9	\$90,000	\$110,000	\$130,000	\$111,741

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	15	\$7,050	\$9,250	\$20,000	\$13,965
\$10-\$25 Million	19	\$5,000	\$10,000	\$16,000	\$12,853
\$25-\$50 Million	30	\$4,629	\$7,500	\$15,000	\$12,142
\$50-\$100 Million	19	\$7,000	\$10,000	\$18,250	\$12,796
\$100-\$250 Million	15	\$7,500	\$11,130	\$18,390	\$13,679
Over \$250 Million	7	\$10,000	\$15,000	\$25,000	\$17,870

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



PROJECT ENGINEER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	53	\$60,500	\$70,000	\$80,000	\$71,098
Eastern WA	8	\$57,375	\$64,438	\$75,990	\$66,522
Oregon	14	\$56,250	\$70,100	\$85,000	\$70,188
Idaho	13	\$53,600	\$72,000	\$82,500	\$69,141
Montana	4	\$50,000	\$60,000	\$65,000	\$59,654
All Firms	92	\$60,000	\$70,000	\$80,000	\$69,921

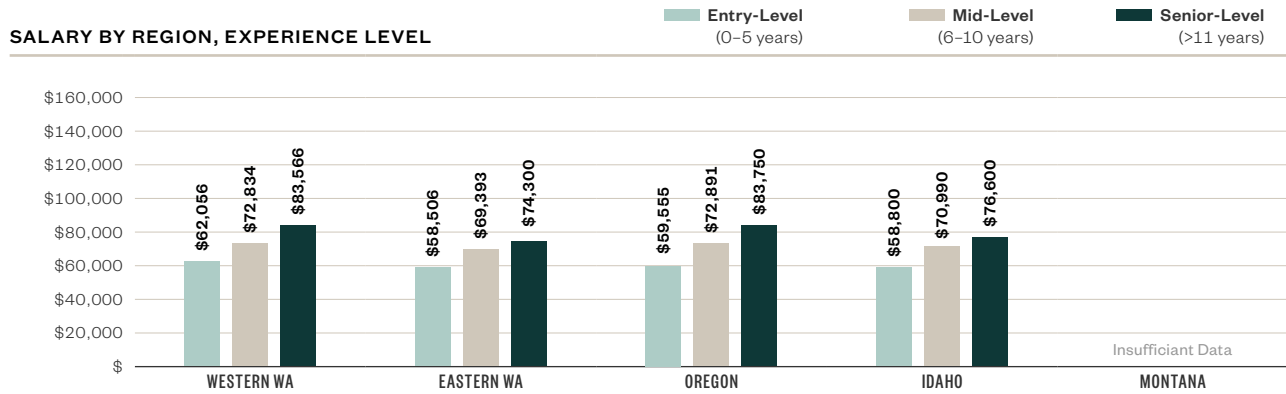
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	60	\$60,000	\$70,000	\$80,000	\$70,472
Heavy/Highway	21	\$59,250	\$70,000	\$77,220	\$68,485
Municipal/Utility	*	*	*	*	\$63,333
Residential	5	\$55,250	\$76,000	\$88,250	\$74,625
Other	*	*	*	*	\$71,357

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	57	\$61,750	\$70,000	\$79,211	\$69,861
Specialty Trade Contractor	28	\$50,000	\$70,000	\$82,500	\$69,276
Construction Management	4	\$61,104	\$68,000	\$81,500	\$73,802
Other	*	*	*	*	\$74,665

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	6	\$57,500	\$70,000	\$76,000	\$67,267
\$10-\$25 Million	19	\$55,000	\$65,000	\$80,000	\$67,410
\$25-\$50 Million	24	\$50,000	\$60,000	\$69,500	\$61,532
\$50-\$100 Million	21	\$64,650	\$70,800	\$79,520	\$72,848
\$100-\$250 Million	14	\$67,875	\$75,000	\$90,000	\$79,461
Over \$250 Million	8	\$64,241	\$72,500	\$81,250	\$73,585

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	4	\$2,500	\$3,000	\$15,500	\$7,800
\$10-\$25 Million	11	\$2,250	\$3,053	\$6,750	\$4,490
\$25-\$50 Million	17	\$2,750	\$5,000	\$7,750	\$7,351
\$50-\$100 Million	20	\$4,500	\$5,119	\$7,900	\$6,596
\$100-\$250 Million	13	\$3,000	\$5,500	\$10,000	\$7,010
Over \$250 Million	7	\$5,750	\$7,250	\$9,000	\$7,455

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



ESTIMATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	58	\$65,000	\$85,000	\$105,600	\$88,925
Eastern WA	14	\$69,500	\$85,000	\$100,000	\$88,438
Oregon	16	\$70,700	\$85,000	\$100,000	\$88,429
Idaho	18	\$52,230	\$65,000	\$77,250	\$65,169
Montana	6	\$65,000	\$75,000	\$85,800	\$76,901
All Firms	112	\$65,000	\$80,000	\$100,000	\$84,148

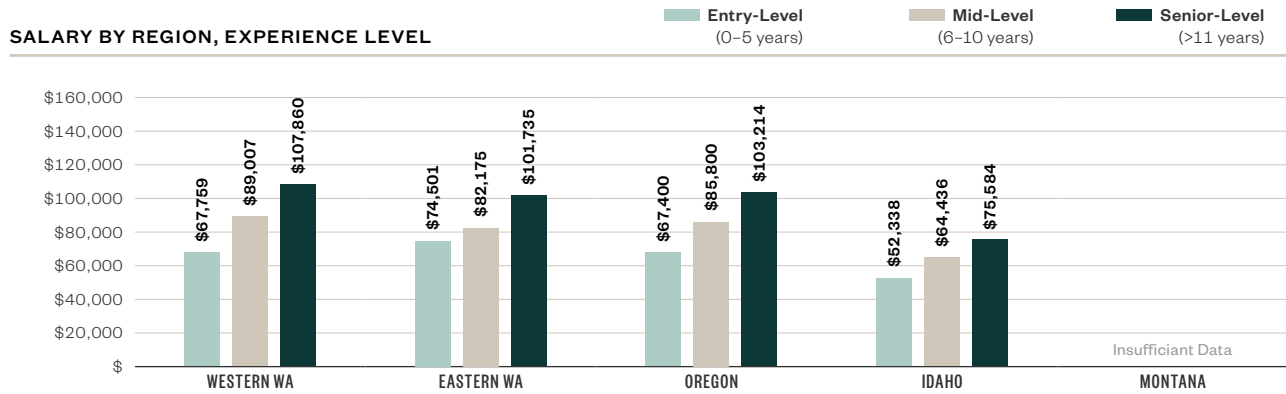
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	76	\$65,000	\$80,000	\$97,750	\$83,838
Heavy/Highway	26	\$65,750	\$87,314	\$101,500	\$88,225
Municipal/Utility	*	*	*	*	\$80,000
Residential	4	\$56,250	\$60,000	\$79,250	\$67,625
Other	*	*	*	*	\$83,425

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	62	\$68,000	\$85,000	\$105,000	\$87,905
Specialty Trade Contractor	46	\$60,000	\$75,000	\$95,000	\$78,603
Construction Management	-	-	-	-	-
Other	*	*	*	*	\$88,474

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	17	\$63,750	\$77,500	\$100,000	\$78,321
\$10-\$25 Million	22	\$60,000	\$72,800	\$90,000	\$75,423
\$25-\$50 Million	32	\$65,000	\$78,800	\$92,950	\$79,773
\$50-\$100 Million	15	\$82,500	\$95,000	\$132,500	\$102,590
\$100-\$250 Million	18	\$65,000	\$85,000	\$108,418	\$87,010
Over \$250 Million	8	\$71,250	\$85,000	\$107,750	\$91,650

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	11	\$4,125	\$10,000	\$22,500	\$12,662
\$10-\$25 Million	13	\$3,000	\$5,250	\$10,000	\$6,936
\$25-\$50 Million	24	\$5,000	\$8,600	\$15,000	\$12,309
\$50-\$100 Million	15	\$4,625	\$7,900	\$13,125	\$9,744
\$100-\$250 Million	15	\$3,000	\$7,000	\$14,486	\$9,633
Over \$250 Million	7	\$6,000	\$11,250	\$15,000	\$13,925

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





SECTION FOUR

Finance & Administrative Positions

22 CONTROLLER

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

23 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

24 PAYABLES / RECEIVABLES / PAYROLL CLERK

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

25 BUSINESS DEVELOPMENT MANAGER

Performs business development and marketing activities, including planning and strategy. Researches and develops client contacts to identify and prioritize potential customers. Prepares qualification statements and formal marketing presentations.

26 CONTRACTS ADMINISTRATOR

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

27 OFFICE MANAGER

Plans and directs administrative and accounting functions for assigned projects, including personnel, receiving, cost control, and payroll.

28 HUMAN RESOURCES MANAGER

Manages hiring and staffing and oversees implementation of company policies.

29 ADMINISTRATIVE ASSISTANT

Assists assigned managers (or department) with day-to-day administrative activities.

CONTROLLER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	44	\$80,000	\$100,000	\$120,994	\$101,105
Eastern WA	16	\$59,800	\$70,000	\$100,000	\$78,639
Oregon	9	\$75,000	\$96,332	\$120,000	\$97,148
Idaho	13	\$50,000	\$67,500	\$80,000	\$67,353
Montana	4	\$65,252	\$78,000	\$97,500	\$80,701
All Firms	86	\$65,252	\$78,000	\$97,500	\$80,701

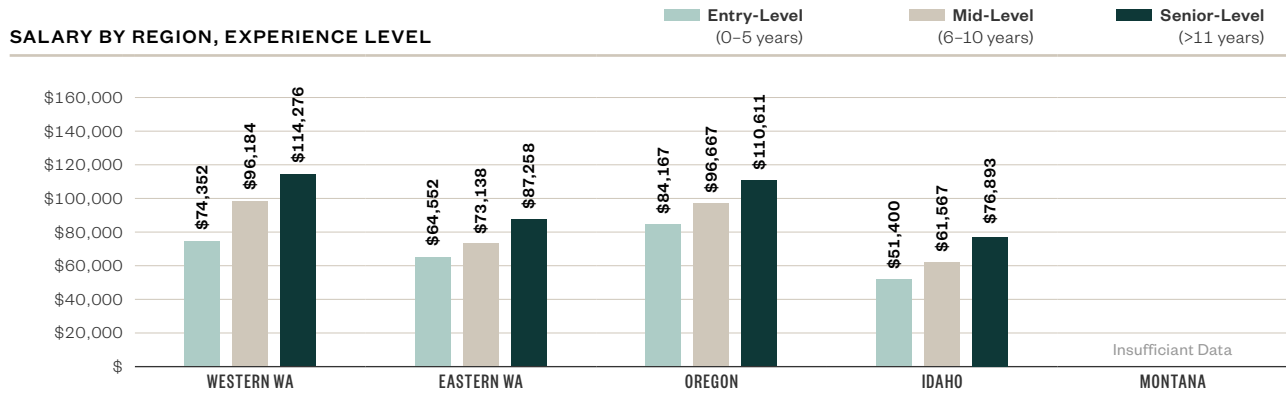
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	56	\$74,500	\$90,200	\$114,700	\$94,035
Heavy/Highway	20	\$60,000	\$80,000	\$100,000	\$82,885
Municipal/Utility	*	*	*	*	\$81,429
Residential	5	\$65,000	\$106,500	\$140,000	\$104,357
Other	-	-	-	-	-

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	48	\$75,000	\$90,000	\$114,700	\$93,586
Specialty Trade Contractor	31	\$60,000	\$80,000	\$101,000	\$82,328
Construction Management	*	-	-	-	\$116,175
Other	4	\$66,800	\$86,250	\$139,375	\$97,475

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	13	\$53,430	\$67,950	\$75,378	\$68,279
\$10-\$25 Million	13	\$52,750	\$65,000	\$83,750	\$68,029
\$25-\$50 Million	23	\$66,250	\$80,000	\$107,975	\$87,112
\$50-\$100 Million	13	\$87,491	\$100,000	\$111,238	\$99,617
\$100-\$250 Million	17	\$85,000	\$104,500	\$125,500	\$107,355
Over \$250 Million	7	\$100,000	\$120,000	\$126,250	\$118,071

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	6	\$7,000	\$14,000	\$14,750	\$13,413
\$10-\$25 Million	11	\$2,875	\$7,000	\$10,125	\$8,319
\$25-\$50 Million	16	\$4,500	\$7,500	\$17,500	\$11,492
\$50-\$100 Million	12	\$4,750	\$10,000	\$17,750	\$11,214
\$100-\$250 Million	13	\$3,500	\$8,750	\$13,250	\$9,528
Over \$250 Million	6	\$13,750	\$26,500	\$31,250	\$24,300

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



ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	40	\$60,000	\$68,150	\$80,000	\$70,803
Eastern WA	8	\$43,475	\$52,250	\$58,975	\$52,635
Oregon	13	\$50,000	\$60,000	\$70,000	\$61,080
Idaho	13	\$40,000	\$45,000	\$58,200	\$48,733
Montana	*	*	*	*	\$45,489
All Firms	77	\$49,960	\$60,000	\$71,000	\$61,719

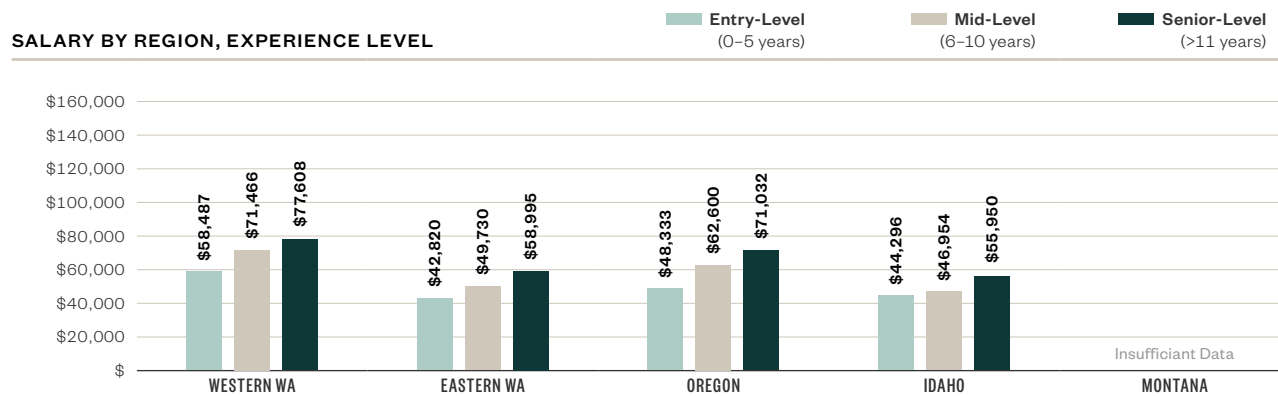
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	51	\$50,000	\$60,000	\$71,000	\$62,386
Heavy/Highway	16	\$45,763	\$60,000	\$73,750	\$61,263
Municipal/Utility	-	-	-	-	-
Residential	5	\$44,900	\$64,000	\$75,000	\$61,700
Other	4	\$37,750	\$44,500	\$70,382	\$54,307

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	43	\$50,000	\$60,000	\$70,000	\$60,877
Specialty Trade Contractor	25	\$45,000	\$60,000	\$75,750	\$61,649
Construction Management	4	\$63,446	\$76,500	\$81,250	\$71,964
Other	4	\$42,375	\$45,386	\$60,943	\$49,568

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	7	\$39,920	\$45,695	\$60,320	\$48,634
\$10-\$25 Million	15	\$40,000	\$44,950	\$60,000	\$50,828
\$25-\$50 Million	20	\$46,204	\$57,600	\$74,250	\$60,230
\$50-\$100 Million	11	\$59,422	\$66,000	\$75,601	\$69,106
\$100-\$250 Million	17	\$55,625	\$65,000	\$77,500	\$68,186
Over \$250 Million	7	\$60,000	\$65,000	\$75,000	\$69,331

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	5	\$1,000	\$1,500	\$3,850	\$2,800
\$10-\$25 Million	10	\$2,000	\$3,000	\$3,938	\$3,469
\$25-\$50 Million	17	\$2,500	\$4,000	\$5,500	\$4,479
\$50-\$100 Million	11	\$3,000	\$7,500	\$10,000	\$6,804
\$100-\$250 Million	14	\$2,000	\$5,000	\$7,250	\$4,603
Over \$250 Million	6	\$6,875	\$9,500	\$15,000	\$10,100

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



PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	60	\$43,250	\$50,000	\$58,000	\$50,900
Eastern WA	19	\$35,000	\$40,293	\$47,625	\$41,579
Oregon	14	\$35,500	\$42,000	\$50,000	\$44,706
Idaho	20	\$31,600	\$35,300	\$43,680	\$37,472
Montana	4	\$34,335	\$39,890	\$45,000	\$39,175
All Firms	117	\$37,456	\$45,000	\$52,000	\$45,868

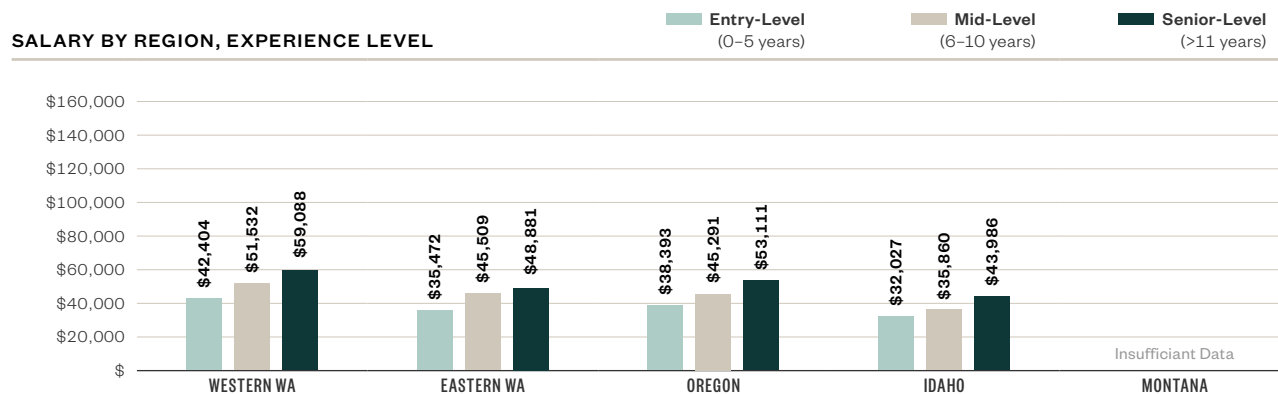
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	75	\$37,485	\$45,770	\$53,000	\$46,068
Heavy/Highway	29	\$36,000	\$42,000	\$50,200	\$45,625
Municipal/Utility	*	*	*	*	\$46,667
Residential	7	\$37,471	\$42,000	\$50,000	\$43,994
Other	*	*	*	*	\$44,980

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	60	\$39,426	\$47,150	\$52,000	\$47,048
Specialty Trade Contractor	47	\$35,650	\$43,500	\$52,000	\$44,485
Construction Management	*	*	*	*	\$51,000
Other	7	\$33,941	\$38,695	\$50,100	\$43,669

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	22	\$33,000	\$36,000	\$45,000	\$40,235
\$10-\$25 Million	20	\$35,500	\$42,000	\$48,000	\$42,073
\$25-\$50 Million	33	\$37,750	\$45,000	\$50,570	\$44,812
\$50-\$100 Million	15	\$40,293	\$49,600	\$60,000	\$51,232
\$100-\$250 Million	20	\$37,625	\$45,588	\$53,750	\$47,158
Over \$250 Million	7	\$48,710	\$51,250	\$58,500	\$53,565

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	13	\$1,000	\$1,470	\$4,100	\$2,972
\$10-\$25 Million	11	\$985	\$2,000	\$2,700	\$2,639
\$25-\$50 Million	25	\$1,000	\$1,500	\$3,000	\$2,809
\$50-\$100 Million	13	\$2,000	\$3,000	\$5,000	\$3,721
\$100-\$250 Million	16	\$1,500	\$2,140	\$4,000	\$2,817
Over \$250 Million	6	\$2,000	\$4,000	\$5,500	\$4,018

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



BUSINESS DEVELOPMENT MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	30	\$67,500	\$80,560	\$120,417	\$93,885
Eastern WA	-	-	-	-	-
Oregon	5	\$68,750	\$86,000	\$125,000	\$92,500
Idaho	6	\$48,750	\$78,500	\$91,250	\$73,357
Montana	-	-	-	-	-
All Firms	44	\$65,750	\$81,560	\$111,250	\$90,144

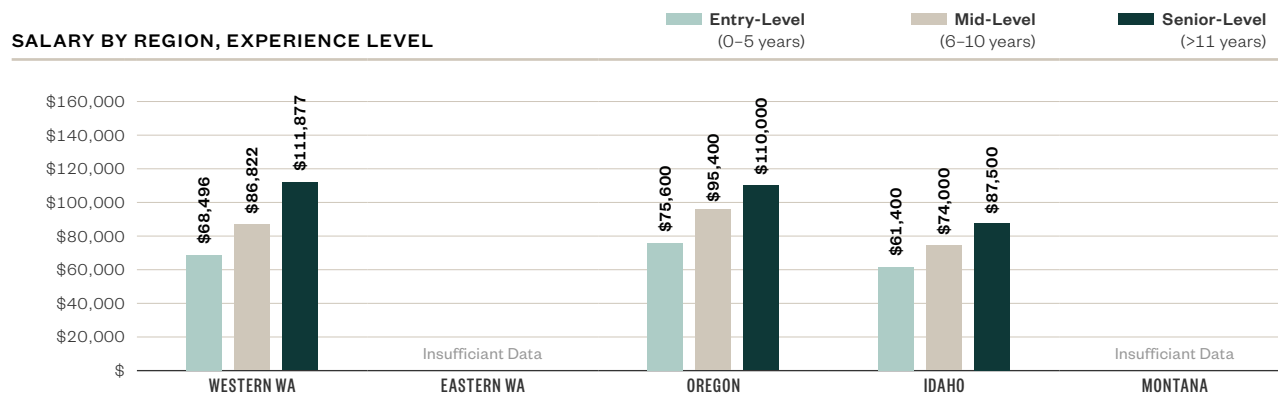
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	34	\$71,000	\$90,000	\$120,833	\$94,527
Heavy/Highway	7	\$51,540	\$67,000	\$93,750	\$74,198
Municipal/Utility	-	-	-	-	-
Residential	-	-	-	-	-
Other	*	*	*	*	\$80,483

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	23	\$66,000	\$95,000	\$115,000	\$94,603
Specialty Trade Contractor	17	\$62,500	\$78,000	\$110,000	\$84,495
Construction Management	-	-	-	-	-
Other	*	*	*	*	\$87,983

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	*	*	*	*	\$60,000
\$10-\$25 Million	6	\$66,250	\$80,560	\$93,750	\$79,494
\$25-\$50 Million	10	\$46,350	\$76,900	\$82,500	\$70,476
\$50-\$100 Million	9	\$70,000	\$100,000	\$128,116	\$97,514
\$100-\$250 Million	12	\$69,000	\$90,000	\$123,333	\$95,581
Over \$250 Million	4	\$99,950	\$115,000	\$150,000	\$121,000

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	-	-	-	-	-
\$10-\$25 Million	*	*	*	*	\$2,650
\$25-\$50 Million	7	\$3,500	\$7,500	\$9,500	\$6,340
\$50-\$100 Million	7	\$5,775	\$10,000	\$18,250	\$12,267
\$100-\$250 Million	10	\$2,125	\$4,250	\$14,631	\$9,932
Over \$250 Million	4	\$9,750	\$20,000	\$35,000	\$21,833

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



CONTRACTS ADMINISTRATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	38	\$50,000	\$61,680	\$73,050	\$62,969
Eastern WA	8	\$33,750	\$44,650	\$58,000	\$47,766
Oregon	9	\$45,000	\$50,000	\$56,500	\$51,955
Idaho	12	\$39,760	\$45,000	\$57,500	\$49,926
Montana	*	*	*	*	\$41,750
All Firms	70	\$44,190	\$54,000	\$65,000	\$56,074

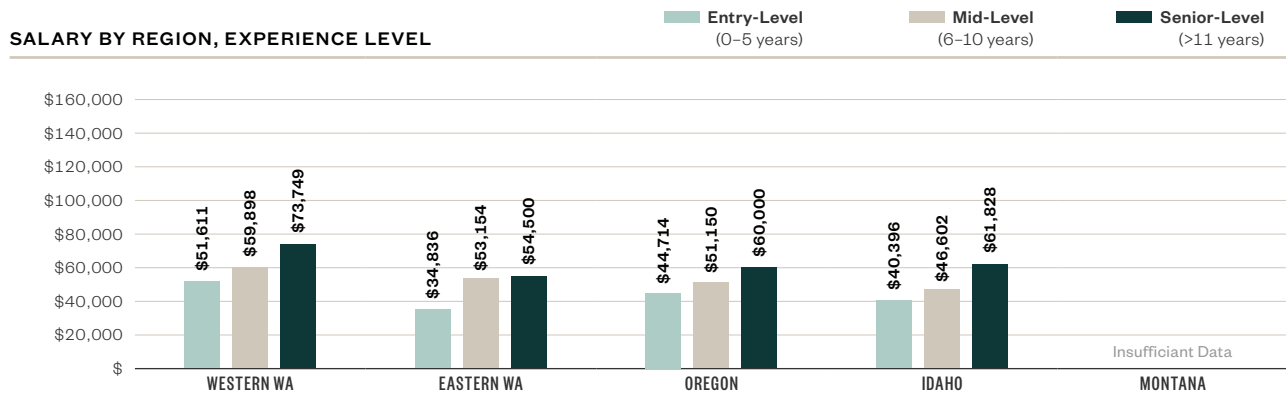
SALARY BY CONSTRUCTION TYPE					
Commercial	46	\$44,940	\$54,500	\$66,283	\$56,621
Heavy/Highway	18	\$45,190	\$55,000	\$68,750	\$57,190
Municipal/Utility	-	-	-	-	-
Residential	-	-	-	-	-
Other	-	-	-	-	-

SALARY BY CONTRACTOR TYPE					
General Contractor	39	\$42,500	\$52,000	\$65,000	\$54,715
Specialty Trade Contractor	26	\$45,000	\$55,000	\$70,000	\$59,018
Construction Management	-	-	-	-	-
Other	*	*	*	*	\$56,333

SALARY BY REVENUE					
Up to \$10 Million	4	\$55,500	\$64,500	\$69,750	\$63,250
\$10-\$25 Million	12	\$40,000	\$45,000	\$56,000	\$50,760
\$25-\$50 Million	19	\$40,000	\$46,800	\$65,000	\$52,319
\$50-\$100 Million	15	\$44,760	\$55,000	\$70,000	\$57,027
\$100-\$250 Million	13	\$50,000	\$55,000	\$70,000	\$58,893
Over \$250 Million	7	\$52,325	\$59,000	\$72,900	\$62,915

BONUS BY REVENUE					
Up to \$10 Million	-	-	-	-	-
\$10-\$25 Million	5	\$1,200	\$2,000	\$5,000	\$2,495
\$25-\$50 Million	12	\$1,000	\$2,250	\$3,625	\$2,750
\$50-\$100 Million	11	\$1,500	\$4,000	\$6,500	\$4,092
\$100-\$250 Million	10	\$2,000	\$4,750	\$6,000	\$4,613
Over \$250 Million	6	\$3,500	\$5,000	\$6,000	\$5,147

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



OFFICE MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	30	\$49,460	\$55,000	\$65,000	\$59,785
Eastern WA	6	\$53,000	\$60,000	\$64,500	\$62,397
Oregon	9	\$45,571	\$54,500	\$61,250	\$55,344
Idaho	14	\$39,000	\$46,500	\$55,000	\$47,133
Montana	-	-	-	-	-
All Firms	61	\$45,000	\$53,000	\$62,851	\$55,532

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	40	\$44,096	\$50,000	\$61,875	\$54,724
Heavy/Highway	16	\$49,000	\$55,000	\$65,000	\$60,231
Municipal/Utility	-	-	-	-	-
Residential	-	-	-	-	-
Other	-	-	-	-	-

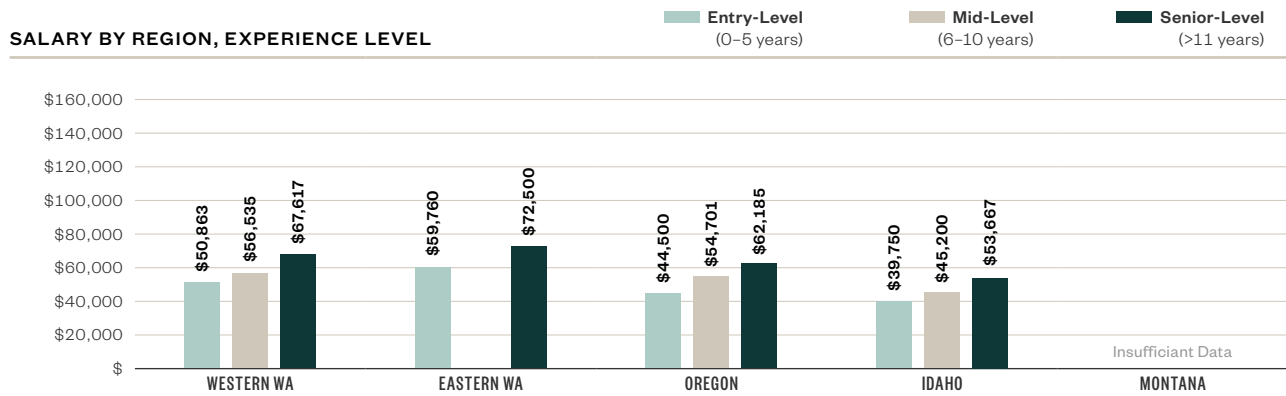
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	34	\$45,000	\$53,500	\$62,125	\$54,200
Specialty Trade Contractor	24	\$45,000	\$50,000	\$72,000	\$58,394
Construction Management	-	-	-	-	-
Other	*	*	*	*	\$50,932

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	13	\$39,500	\$47,000	\$60,000	\$53,108
\$10-\$25 Million	13	\$40,000	\$50,000	\$63,125	\$51,709
\$25-\$50 Million	12	\$45,000	\$52,000	\$59,460	\$52,096
\$50-\$100 Million	6	\$47,500	\$59,101	\$80,000	\$63,822
\$100-\$250 Million	12	\$45,381	\$51,029	\$62,250	\$52,980
Over \$250 Million	5	\$51,250	\$62,500	\$82,500	\$68,583

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	5	\$1,400	\$2,500	\$6,250	\$3,560
\$10-\$25 Million	9	\$1,500	\$2,507	\$5,000	\$3,890
\$25-\$50 Million	7	\$1,500	\$3,000	\$5,000	\$3,246
\$50-\$100 Million	5	\$2,500	\$5,500	\$9,750	\$6,141
\$100-\$250 Million	9	\$2,000	\$2,000	\$5,000	\$3,766
Over \$250 Million	4	\$3,000	\$5,000	\$15,000	\$7,071

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

SALARY BY REGION, EXPERIENCE LEVEL



HUMAN RESOURCES MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	37	\$60,000	\$80,000	\$106,000	\$86,289
Eastern WA	7	\$52,100	\$59,280	\$74,100	\$62,231
Oregon	8	\$55,000	\$70,000	\$81,000	\$71,040
Idaho	8	\$55,000	\$65,000	\$70,000	\$65,000
Montana	-	-	-	-	-
All Firms	62	\$55,000	\$70,000	\$94,625	\$78,357

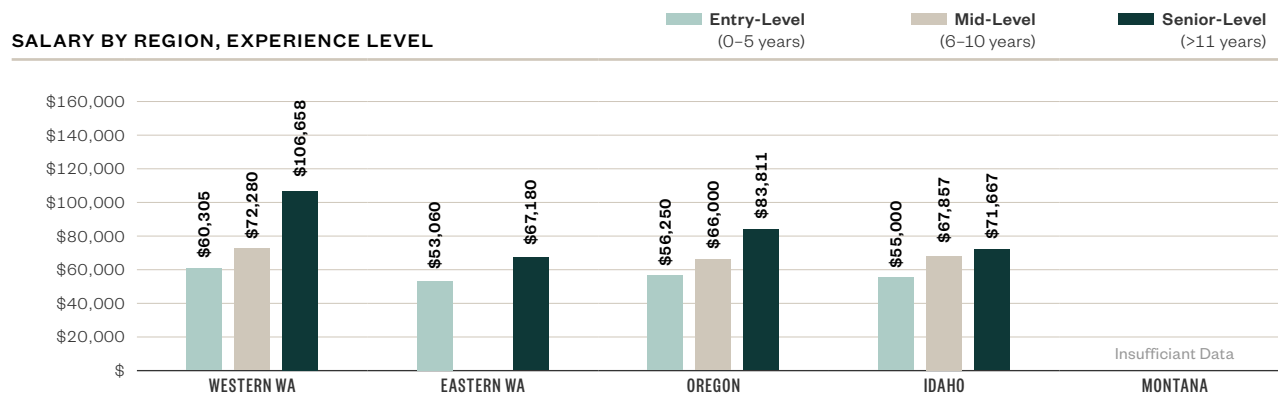
SALARY BY CONSTRUCTION TYPE					
Commercial	39	\$59,280	\$70,000	\$100,000	\$81,861
Heavy/Highway	15	\$65,000	\$70,100	\$86,500	\$73,812
Municipal/Utility	-	-	-	-	-
Residential	5	\$46,200	\$76,000	\$100,000	\$73,680
Other	-	-	-	-	-

SALARY BY CONTRACTOR TYPE					
General Contractor	36	\$60,000	\$70,000	\$86,500	\$77,696
Specialty Trade Contractor	23	\$53,500	\$65,000	\$98,750	\$75,342
Construction Management	-	-	-	-	-
Other	-	-	-	-	-

SALARY BY REVENUE					
Up to \$10 Million	6	\$46,250	\$52,100	\$74,750	\$57,450
\$10-\$25 Million	7	\$50,000	\$60,000	\$74,838	\$64,052
\$25-\$50 Million	15	\$50,000	\$62,400	\$72,600	\$63,351
\$50-\$100 Million	10	\$66,250	\$80,800	\$99,500	\$85,141
\$100-\$250 Million	17	\$63,750	\$78,000	\$103,500	\$85,011
Over \$250 Million	7	\$65,000	\$90,000	\$112,000	\$94,107

BONUS BY REVENUE					
Up to \$10 Million	*	*	*	*	\$11,050
\$10-\$25 Million	4	\$2,089	\$2,750	\$6,000	\$4,548
\$25-\$50 Million	11	\$2,375	\$4,000	\$5,000	\$6,044
\$50-\$100 Million	9	\$5,775	\$7,250	\$10,375	\$8,888
\$100-\$250 Million	16	\$2,000	\$5,000	\$9,625	\$7,734
Over \$250 Million	7	\$5,000	\$7,000	\$24,000	\$15,667

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ADMINISTRATIVE ASSISTANT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	54	\$38,240	\$44,990	\$51,000	\$45,595
Eastern WA	11	\$30,000	\$35,000	\$40,000	\$35,595
Oregon	10	\$35,000	\$40,000	\$45,000	\$39,937
Idaho	13	\$30,530	\$35,000	\$40,500	\$35,739
Montana	-	-	-	-	-
All Firms	90	\$35,000	\$40,000	\$47,033	\$41,849

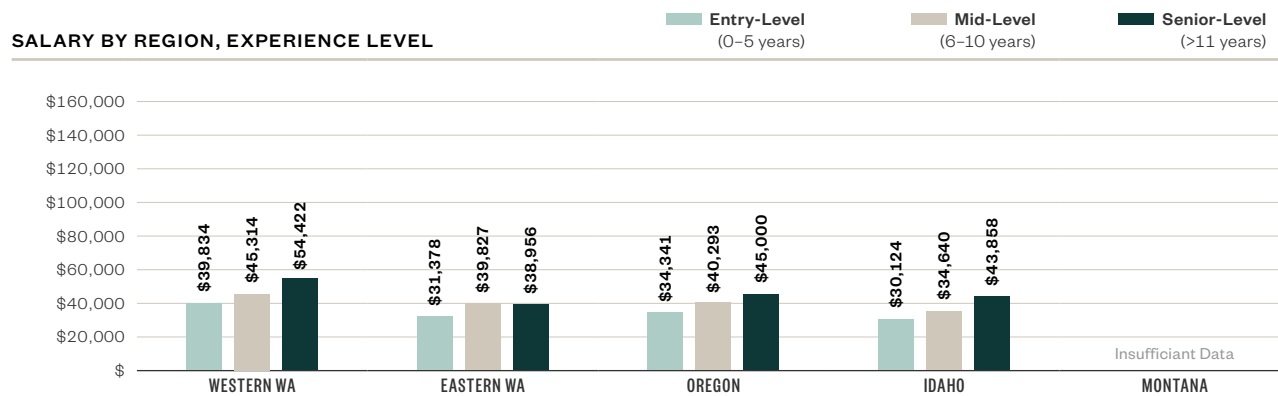
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	59	\$35,000	\$40,000	\$47,408	\$42,512
Heavy/Highway	23	\$31,800	\$40,000	\$46,440	\$41,067
Municipal/Utility	-	-	-	-	-
Residential	5	\$38,750	\$42,000	\$44,341	\$41,636
Other	-	-	-	-	-

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	49	\$34,475	\$40,000	\$47,979	\$42,145
Specialty Trade Contractor	30	\$35,000	\$40,000	\$47,000	\$42,215
Construction Management	4	\$36,250	\$41,000	\$45,749	\$41,033
Other	7	\$28,000	\$39,689	\$45,000	\$37,932

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	11	\$31,150	\$34,500	\$42,000	\$36,352
\$10-\$25 Million	12	\$32,000	\$36,046	\$45,000	\$38,179
\$25-\$50 Million	28	\$33,000	\$36,000	\$44,000	\$38,059
\$50-\$100 Million	15	\$39,760	\$46,000	\$57,851	\$48,369
\$100-\$250 Million	19	\$38,782	\$42,841	\$46,690	\$43,861
Over \$250 Million	5	\$42,750	\$50,000	\$60,000	\$51,278

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	7	\$500	\$1,500	\$4,400	\$2,475
\$10-\$25 Million	7	\$760	\$1,000	\$1,500	\$1,152
\$25-\$50 Million	21	\$1,000	\$1,500	\$2,000	\$1,776
\$50-\$100 Million	12	\$2,000	\$3,500	\$5,000	\$3,696
\$100-\$250 Million	15	\$1,000	\$2,000	\$3,000	\$2,225
Over \$250 Million	5	\$900	\$2,500	\$3,000	\$2,228

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SECTION FIVE

Field Positions

31 SUPERINTENDENT

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

32 FOREMAN

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

33 JOURNEYMAN / CRAFTSMAN

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

34 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, maintenance of tools and supplies.

SUPERINTENDENT

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY REGION					
Western WA	62	\$82,500	\$99,500	\$120,000	\$100,644
Eastern WA	19	\$64,000	\$77,500	\$96,400	\$82,219
Oregon	14	\$80,000	\$87,875	\$100,000	\$89,985
Idaho	16	\$51,500	\$66,500	\$77,581	\$68,040
Montana	4	\$56,000	\$69,000	\$85,000	\$68,662
All Firms	115	\$72,000	\$85,750	\$109,350	\$90,032

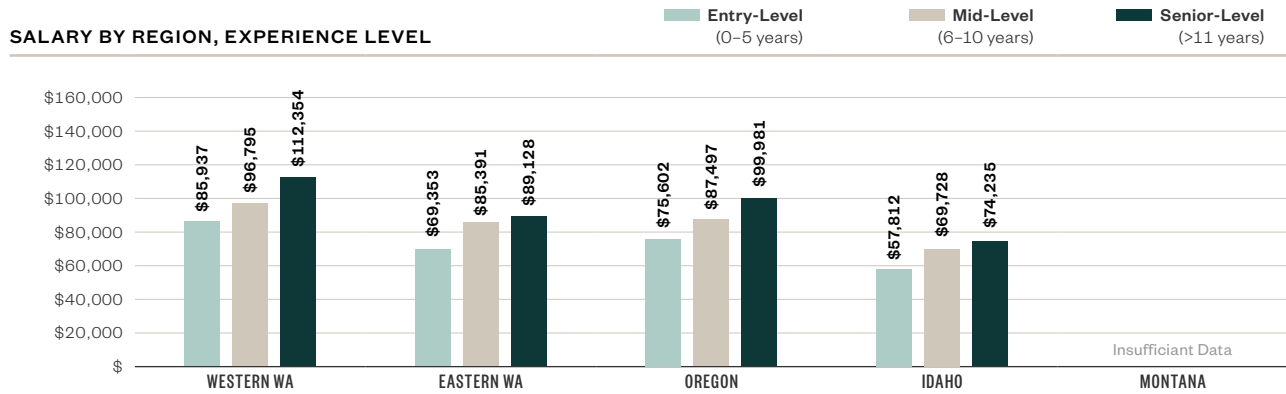
	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	73	\$73,940	\$90,812	\$110,000	\$93,517
Heavy/Highway	28	\$67,250	\$80,000	\$105,500	\$86,195
Municipal/Utility	-	-	-	-	-
Residential	9	\$64,500	\$76,000	\$85,500	\$74,941
Other	*	*	*	*	\$83,303

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	69	\$73,840	\$90,000	\$110,000	\$91,519
Specialty Trade Contractor	39	\$66,250	\$81,000	\$107,775	\$87,128
Construction Management	4	\$86,040	\$100,000	\$117,700	\$101,858
Other	*	*	*	*	\$71,286

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	19	\$56,100	\$65,000	\$79,000	\$69,372
\$10-\$25 Million	23	\$70,000	\$80,000	\$91,337	\$83,165
\$25-\$50 Million	33	\$70,000	\$84,100	\$100,000	\$86,238
\$50-\$100 Million	19	\$85,000	\$97,485	\$110,000	\$97,727
\$100-\$250 Million	16	\$78,750	\$100,000	\$121,909	\$101,708
Over \$250 Million	5	\$105,500	\$120,000	\$139,000	\$121,318

	COUNT	1ST QUANTILE	MEDIAN	3RD QUANTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	10	\$2,000	\$5,000	\$10,000	\$6,500
\$10-\$25 Million	15	\$2,000	\$4,000	\$6,000	\$5,350
\$25-\$50 Million	25	\$3,250	\$5,000	\$13,000	\$10,776
\$50-\$100 Million	17	\$7,000	\$10,000	\$13,000	\$10,218
\$100-\$250 Million	12	\$5,500	\$8,000	\$13,250	\$10,433
Over \$250 Million	5	\$17,500	\$29,000	\$35,000	\$27,833

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



FOREMAN

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	53	\$68,750	\$90,000	\$100,500	\$86,692
Eastern WA	13	\$57,430	\$67,000	\$87,575	\$78,398
Oregon	12	\$60,000	\$70,000	\$85,000	\$73,157
Idaho	21	\$45,000	\$52,000	\$65,000	\$55,417
Montana	4	\$48,750	\$52,500	\$63,250	\$55,000
All Firms	103	\$58,240	\$70,000	\$93,510	\$76,164

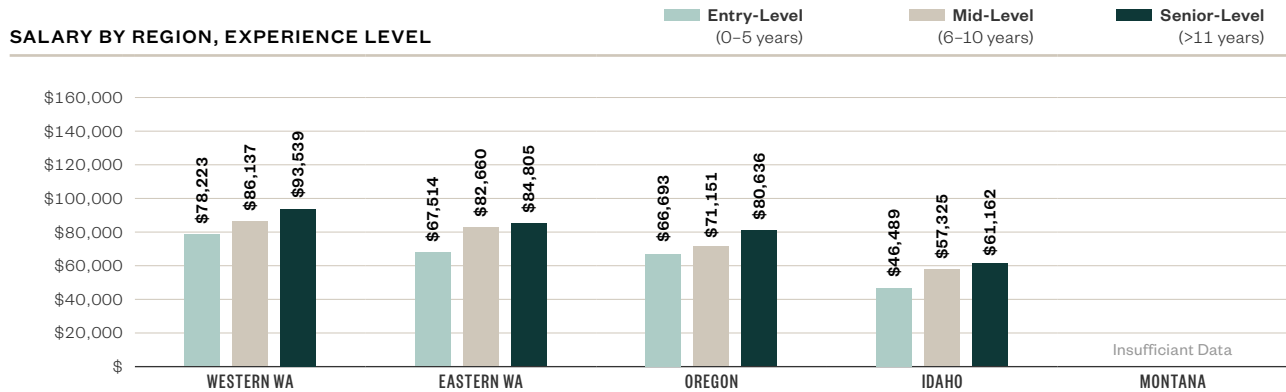
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	69	\$60,000	\$72,000	\$95,300	\$78,566
Heavy/Highway	25	\$55,000	\$66,560	\$90,000	\$72,562
Municipal/Utility	-	-	-	-	-
Residential	4	\$52,500	\$62,500	\$69,140	\$62,320
Other	*	*	*	*	\$57,798

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	54	\$60,000	\$72,000	\$90,000	\$74,236
Specialty Trade Contractor	43	\$60,000	\$72,000	\$106,000	\$80,757
Construction Management	-	-	-	-	-
Other	5	\$48,875	\$52,000	\$62,500	\$54,472

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	23	\$50,000	\$56,000	\$67,000	\$61,666
\$10-\$25 Million	18	\$49,940	\$65,000	\$77,760	\$71,308
\$25-\$50 Million	28	\$60,000	\$68,500	\$91,036	\$74,583
\$50-\$100 Million	15	\$68,500	\$88,000	\$95,675	\$83,350
\$100-\$250 Million	15	\$74,250	\$90,000	\$106,000	\$90,653
Over \$250 Million	4	\$80,000	\$93,300	\$100,500	\$90,255

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	14	\$1,000	\$2,000	\$3,500	\$3,065
\$10-\$25 Million	7	\$2,000	\$3,000	\$5,000	\$3,676
\$25-\$50 Million	13	\$1,250	\$3,000	\$7,750	\$4,571
\$50-\$100 Million	7	\$1,000	\$2,500	\$3,250	\$2,441
\$100-\$250 Million	9	\$2,000	\$3,653	\$5,000	\$3,999
Over \$250 Million	-	-	-	-	-

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



JOURNEYMAN / CRAFTSMAN

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	56	\$58,000	\$71,399	\$91,354	\$74,411
Eastern WA	15	\$47,625	\$59,120	\$73,250	\$64,674
Oregon	12	\$48,500	\$56,100	\$70,508	\$58,793
Idaho	22	\$37,580	\$45,000	\$54,625	\$49,321
Montana	5	\$49,660	\$54,000	\$59,560	\$53,837
All Firms	110	\$50,000	\$60,000	\$82,000	\$65,549

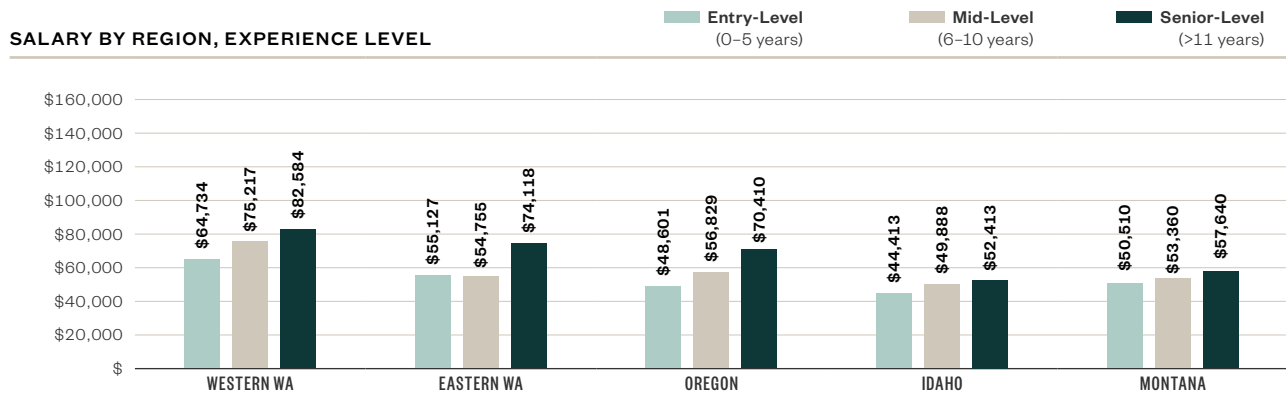
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	77	\$50,750	\$62,000	\$84,000	\$67,824
Heavy/Highway	20	\$45,000	\$57,801	\$80,000	\$62,652
Municipal/Utility	-	-	-	-	-
Residential	8	\$40,000	\$50,000	\$58,240	\$49,929
Other	*	*	*	*	\$46,332

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	57	\$50,000	\$60,000	\$75,000	\$63,474
Specialty Trade Contractor	46	\$50,000	\$63,250	\$92,000	\$69,814
Construction Management	-	-	-	-	-
Other	5	\$36,720	\$44,492	\$56,138	\$47,345

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	25	\$41,322	\$50,000	\$62,000	\$55,538
\$10-\$25 Million	22	\$42,572	\$59,757	\$83,600	\$65,840
\$25-\$50 Million	30	\$50,000	\$62,000	\$80,288	\$65,241
\$50-\$100 Million	13	\$54,510	\$69,759	\$86,086	\$69,595
\$100-\$250 Million	17	\$59,540	\$70,000	\$82,000	\$72,839
Over \$250 Million	*	*	*	*	\$80,167

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	10	\$500	\$800	\$2,500	\$1,549
\$10-\$25 Million	10	\$1,025	\$2,000	\$3,000	\$2,263
\$25-\$50 Million	14	\$750	\$2,000	\$2,860	\$2,344
\$50-\$100 Million	*	*	*	*	\$3,024
\$100-\$250 Million	7	\$1,750	\$2,000	\$6,500	\$3,700
Over \$250 Million	-	-	-	-	-

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



LABORER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	51	\$40,000	\$50,000	\$70,000	\$54,744
Eastern WA	16	\$33,295	\$41,600	\$50,000	\$43,056
Oregon	15	\$35,000	\$41,600	\$52,000	\$43,101
Idaho	23	\$29,090	\$33,290	\$40,000	\$36,459
Montana	6	\$31,200	\$36,400	\$45,000	\$37,678
All Firms	111	\$35,000	\$42,250	\$54,325	\$46,687

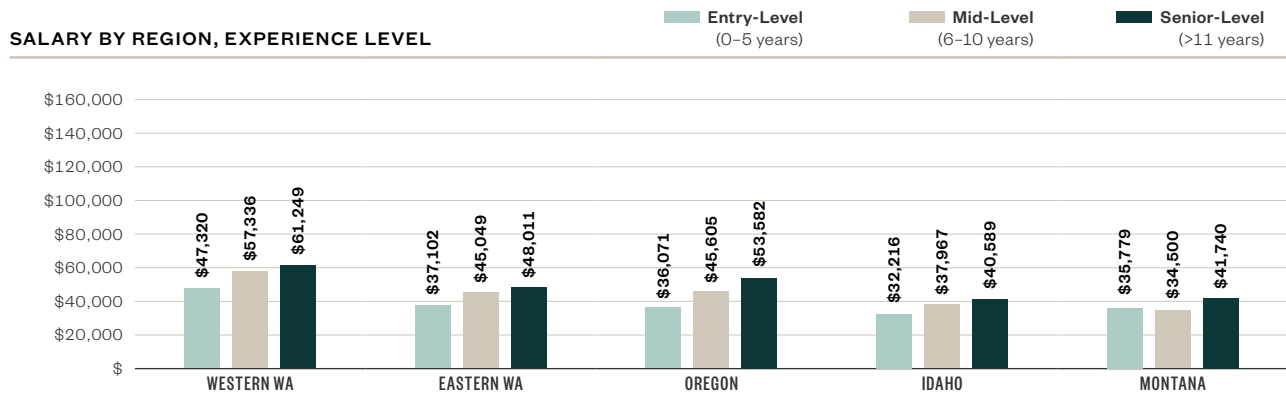
SALARY BY CONSTRUCTION TYPE					
Commercial	67	\$35,000	\$41,600	\$52,000	\$46,117
Heavy/Highway	28	\$37,443	\$50,000	\$60,000	\$50,755
Municipal/Utility	-	-	-	-	-
Residential	10	\$29,780	\$35,500	\$40,000	\$35,360
Other	4	\$28,500	\$37,800	\$48,850	\$40,482

SALARY BY CONTRACTOR TYPE					
General Contractor	65	\$35,875	\$43,806	\$56,460	\$48,857
Specialty Trade Contractor	39	\$33,000	\$40,500	\$50,643	\$44,157
Construction Management	-	-	-	-	-
Other	5	\$28,750	\$35,180	\$42,450	\$36,278

SALARY BY REVENUE					
Up to \$10 Million	28	\$31,200	\$36,970	\$45,000	\$39,983
\$10-\$25 Million	21	\$29,625	\$38,222	\$48,000	\$42,086
\$25-\$50 Million	27	\$37,440	\$45,000	\$55,000	\$48,705
\$50-\$100 Million	15	\$38,000	\$51,688	\$76,939	\$54,613
\$100-\$250 Million	19	\$40,000	\$50,000	\$56,517	\$49,953
Over \$250 Million	-	-	-	-	-

BONUS BY REVENUE					
Up to \$10 Million	14	\$500	\$1,000	\$1,500	\$1,343
\$10-\$25 Million	10	\$500	\$1,000	\$1,500	\$1,208
\$25-\$50 Million	11	\$450	\$800	\$1,500	\$1,374
\$50-\$100 Million	-	-	-	-	-
\$100-\$250 Million	6	\$1,000	\$1,250	\$2,000	\$1,561
Over \$250 Million	-	-	-	-	-

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



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