



CONSTRUCTION INDUSTRY Salary Guide



2017

Northwest
Washington
Oregon
Idaho
Montana

Prosperity is built on the ability to recognize opportunity—and the willingness to seize it, even with the acceleration of change and complexity in the marketplace. In the Northwest, the construction industry is keeping pace and remains on solid ground, a trend that will continue in 2018.

Despite above-average prospects, contractors in the Northwest face the same struggle as those elsewhere: finding top talent. As we look to the future, organizations are prioritizing new ideas and fresh perspectives to help them recruit, develop, and retain good people, who are the driving force behind your business. This includes fostering a savvy company culture, investing in new technologies, streamlining processes, and developing relationships with high schools to educate on the merits of working in trades to help fill the talent void from qualified people retiring.

There's also an interesting situation with population growth in the Northwest. It exceeds the national rate and is accelerating, largely due to growth in technology-related businesses. This helps put the region in an enviable position.

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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Superintendent

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Laborer

Introduction

Northwest Contractors Keep on Growing

BY KEN SIMONSON, CHIEF ECONOMIST, AGC OF AMERICA

Once again, the construction industry in the Northwest appears to be outperforming contractors in the nation as a whole. Firms in Washington, Oregon, Idaho, and Montana continue to have above-average prospects heading into 2018. However, there's some uncertainty with potential policy changes that could slow construction in the region.

National Outlook

Nationally, construction spending remains positive overall but with a closer balance of increasing and declining categories than was true in the past several years.

The Census Bureau reported in early October 2017 that the value of construction put in place—spending on all projects under way—through the first eight months of the year was up just 5% from the same period in 2016, without adjusting for inflation. Residential spending rose a robust 12%, driven by an 8% gain in single-family homebuilding, double-digit growth in improvements (additions and renovations), and a 5% pickup in multifamily construction (though multifamily spending has been drifting downward since April).

In contrast, combined public and private nonresidential spending was flat, with equal numbers of increasing and decreasing categories.

Outlook for the Northwest

The Census Bureau doesn't post spending numbers by state, but the Bureau of Labor Statistics (BLS) provides a good proxy—construction employment.

Employment Growth

The number of construction company employees in the United States increased 3%, seasonally adjusted, from August 2016 to August 2017. Oregon far outpaced that rate of hiring with a 12% jump in construction employees, while employment rose 5% in Idaho and 4% in Washington. Construction employment edged up 0.4% in Montana.

Population Growth

Several factors that helped Northwest contractors do better than average should still be in play in 2018. Population growth in all four states exceeds the nationwide rate and has been accelerating, while most states are growing more slowly—or losing population. The region is well-positioned geographically and through its transportation infrastructure to benefit from economic growth in Asia, western Canada, and California. The region is also home to several fast-growing industries and companies.

Effects of Policy

However, the region also has vulnerabilities, especially regarding trade and immigration policy.

Steep tariffs imposed in early 2017 on Canadian lumber may help a few lumber companies in the Northwest, but the cost is being borne by the region's homebuilders, nonresidential construction firms buying wood products, and their customers. Companies in the region that export to Canada may face retaliatory action, especially if the United States unilaterally revises or abandons the North American Free Trade Agreement, known as NAFTA.

While no specific link has been substantiated, some have suggested a link between changes in immigration policy and enforcement and the decision of some foreigners to leave the United States or to stay away rather than visit, study, or settle here. The absence or departure of those individuals lessens demand for housing, hotels and resorts, and other types of construction; tightens still further the pool of workers that contractors compete for; and reduces state and local tax revenue.

Despite these concerns, it appears likely that the US economy and population will continue expanding in 2018, adding to demand for most types of construction. Northwest contractors should benefit disproportionately.

Here's a state-by-state rundown of what is expected to propel construction in 2018.

WASHINGTON

The Evergreen State has benefited from league-leading economic growth and accelerating population growth. In 2016, gross domestic product—the value of all goods and services produced in a state—increased 5.2% from 2015, first among all states and close to twice the national growth rate of 3%.

Washington State's population increased 1.8% from July 1, 2015, to July 1, 2016, up substantially from the 1.1% rate three years before and more than double the US rate of 0.7%. Only four states grew faster.

The state's economy has become more diverse. Amazon and Microsoft are larger presences, adding offices, distribution centers, and data centers. Their rising valuations and employment have sent demand soaring for both single- and multifamily housing. Boeing remains a major employer and contributor to the economy, even after opening production facilities in South Carolina and moving its headquarters to Chicago.

There are other drivers and projects keeping contractors busy and helping the regional economy remain attractive to employers despite high operating and living costs. Those include:

- Rail lines, ports, and related importers and exporters
- Ongoing work on the replacement of the Alaskan Way viaduct
- Modernization and expansion of Seattle-Tacoma International Airport
- Mass transit extensions and other major public works projects

Construction activity has spread beyond the Seattle area. In the 12 months ending in August 2017, the industry added jobs in all but one of the 12 metro areas in Washington for which the Bureau of Labor Statistics reports construction employment. (For most metro areas, BLS combines mining and logging with construction to avoid disclosing data about industries with few employers.) The sole exception was Longview, where combined construction, mining, and logging industry employment was unchanged. At the high end was Wenatchee (15%, 400 combined jobs), followed by Tacoma-Lakewood (11%, 2,400 construction jobs), then Walla Walla (10%, 100 combined jobs).

Growth was strongest of all in two other metros that straddle the state's eastern and southern borders. Of the 358 metro areas and divisions nationwide for which BLS reports construction employment data, the Lewiston, Idaho-Washington metro area (which includes Clarkston and surrounding Asotin County) had the largest percentage increase in construction employment between August 2016 and August 2017 with 400 construction jobs. And the Portland-Vancouver-Hillsboro metro area (including Clark and Skamania counties) added 8,500 construction jobs, the fourth highest total of any metro area.

Washington's continuing population growth and broad-based economy should continue to generate a lot of demand for construction. However, tightened immigration policies and the creation of a second Amazon headquarters likely to be outside of the state are two warning signs that construction demand may slow somewhat in 2018 and 2019.

OREGON

Although Oregon's economic base isn't as broad as Washington's, the Beaver State also achieved outstanding GDP growth in 2016: 4.8%, which is seventh-highest in the nation. Like Washington, Oregon's population growth bucked the national trend by accelerating for the past three years, climbing to 1.7% (sixth-fastest) between July 2015 and July 2016.

Oregon topped every state and Washington, DC, in construction employment growth from July 2016 to July 2017 with an increase of 13%, or 11,900 jobs. By August, the year-over-year rate had cooled slightly to 11.7% (fourth). Growth occurred all over the state, exceeding the national rate:

- 13% in the greater Portland area and in the Bend-Redmond metro area with 800 combined jobs
- 11% in Albany with 300 construction jobs
- 10% in Salem with 1,000 construction jobs
- 6% in Eugene with 400 construction jobs
- 5% in Medford with 200 construction jobs

Only the tiny Corvallis and Grants Pass markets had stagnant construction employment over the year.

Nevertheless, Oregon's continued growth prospects are somewhat more fragile than its northern neighbor's. Portland's restrictive land-use

policies make development expensive. The state doesn't have the rail, port, or international border advantages of northwest Washington. Nor does it have as strong or diversified a corporate base, despite the presence of firms such as Nike and Intel. Oregon benefits from, but is conversely vulnerable to, its proximity to California. If California's economy or outmigration cools, Oregon's population growth, travel-related businesses, and other sources of construction demand will suffer.

Based on the moderate economic expansion that has persisted through the first two-thirds of 2017, Oregon's construction industry should still do well in 2018, but the good times aren't guaranteed to last.

IDAHO

The Gem State has long had volatile population and economic changes.

From July 1, 2015, to July 1, 2016, Idaho's 1.8% population growth outpaced the rate in every state except Utah and Nevada. Yet just three years earlier, Idaho's population had grown by just 0.7% (24th). Conversely, Idaho's GDP growth rate in those four years varied from 4.7% in 2013 (fifth among all states and Washington, DC) to 2.8% in 2016 (24th), slightly below the 3% national rate.

With such large fluctuations in population and economic drivers for the state's construction industry, it isn't surprising that the sector's employment has also been highly variable.

Year-over-year construction employment growth slowed from a nation-leading 13% in the year ending September 2016 to just 2.8% in the 12 months through July 2017.

By August 2017, growth was back up to 4.5% year-over-year (17th). Furthermore, growth occurred throughout the state:

- 27% in the two-county Lewiston, Idaho-Washington metro area, the largest percentage increase of any metro area in the nation, with 400 construction jobs
- 11% in Pocatello with 200 combined construction, mining, and logging industry jobs
- 10% in Coeur d'Alene with 500 construction jobs
- 7% in the Logan, Utah-Idaho metro area (including Franklin County) with 200 combined jobs
- 5% each in the five-county Boise City metro area with 1,000 combined jobs and the Idaho Falls area with 200 combined jobs

Despite some diversification, Idaho's economy remains heavily tied to mining, food production, and leisure travel—tourism, outdoor sports, and second homes. All of these sectors in turn are vulnerable to swings in national or global supply, demand and income growth.

Thanks to recent strong population growth, there's probably some pent-up demand for housing, schools, and other public construction. But contractors in Idaho must expect continued ups and downs that exceed the national trends.

MONTANA

Montana has lagged the other Northwest states in both population and economic growth. Nevertheless, Montana achieved a population increase of 1.0% from July 1, 2015, to July 1, 2016 (14th highest among all states plus Washington, DC), well above the US rate of 0.7% and the state's fastest this decade.

The Treasure State's economy increased only 0.3% (43rd) from 2015 to 2016 as measured by GDP, down from 4.2% in 2014 and 2.7% in 2015. That slowdown reflects the state's dependence on shale oil, coal, and other natural resources.

Mirroring the slump in economic-based demand, construction employment eked out a gain of only 0.4% from August 2016 to August 2017. (Although Montana has three metropolitan statistical areas—Billings, Missoula, and Bozeman—BLS doesn't have a large enough sample of construction companies to report metro-level construction employment.

In 2018, the state's construction sector should benefit from the recent partial revival of oil drilling and of some commodities prices. Population growth is also expected to be a positive for construction. Therefore, the industry should expect at least modestly favorable demand for the next year.



SECTION ONE

Metrics, Strategies, Benefits & Perquisites

RESPONDENTS

SALARY STRATEGIES

AVERAGE WAGE INCREASE/DECREASE

PERQUISITES

PAID TIME OFF & HOLIDAYS

INSURANCE BENEFITS

RETIREMENT BENEFITS

RESPONDENTS

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
LOCATION OF OPERATIONS						
Western WA	9	13	18	13	9	9
Eastern WA	16	4	5	7	1	1
Oregon	10	10	8	6	1	1
Idaho	4	7	7	1	4	-
Montana	6	2	3	2	-	-
All Regions	45	36	41	29	15	11
Companies that are a UNION SHOP	13%	22%	37%	52%	60%	55%

[-] No respondents

SALARY STRATEGIES

Companies that use the following
SALARY STRATEGIES

Base Plus COLA	31%	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	20%	A range of pay rates, from minimum to maximum, set for a specific pay grade, plus a cost of living adjustment.
Cash Incentives	27%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	75%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	69%	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	25%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	15%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/ Union Contract	31%	The agreement or contract sets wages, hours and other terms and conditions of employment for an agreed-upon period of time.

AVERAGE WAGE INCREASE/DECREASE

	ANNUAL REVENUE					
	< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Wage increase/decrease for CURRENT YEAR						
Management	3.7%	3.0%	3.7%	3.5%	3.0%	4.4%
Nonmanagement	3.4%	4.0%	3.9%	3.6%	3.0%	3.9%
Anticipated wage increase/decrease for NEXT YEAR						
Management	3.3%	2.8%	3.5%	3.0%	4.0%	5.1%
Nonmanagement	3.7%	3.0%	3.3%	3.2%	3.4%	4.5%

PERQUISITES

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

Companies that provide a COMPANY CAR

Management	64%	94%	84%	76%	80%	45%
Nonmanagement	14%	19%	26%	17%	13%	-

Average MONTHLY CAR ALLOWANCE

Management	\$561	\$455	\$479	\$615	\$730	\$789
Nonmanagement	-	\$317	-	\$485	-	\$525

Companies that provide MILEAGE REIMBURSEMENT

Management	40%	47%	50%	59%	73%	73%
Nonmanagement	24%	50%	68%	72%	67%	82%

Companies that provide a COMPANY CELL PHONE

Management	93%	92%	95%	97%	87%	82%
Nonmanagement	40%	64%	53%	52%	60%	55%

Companies that provide a CELL PHONE ALLOWANCE

Management	31%	31%	34%	34%	53%	36%
Nonmanagement	24%	28%	26%	31%	47%	36%

Companies that pay PROFESSIONAL DUES

Management	24%	56%	58%	83%	87%	91%
Nonmanagement	2%	31%	11%	24%	27%	18%

Companies that provide PAID JURY DUTY

Management	21%	50%	50%	52%	67%	82%
Nonmanagement	7%	28%	21%	41%	40%	73%

[-] No respondents

PAID TIME OFF & HOLIDAYS

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

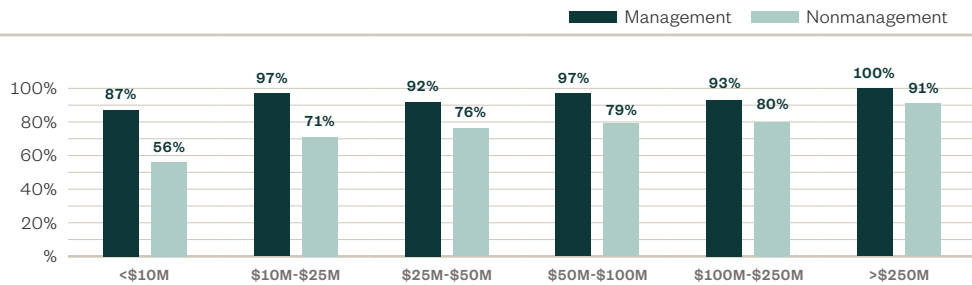
Companies that offer PAID TIME OFF

Management	100%	100%	100%	100%	100%	100%
Nonmanagement	67%	91%	84%	93%	93%	91%

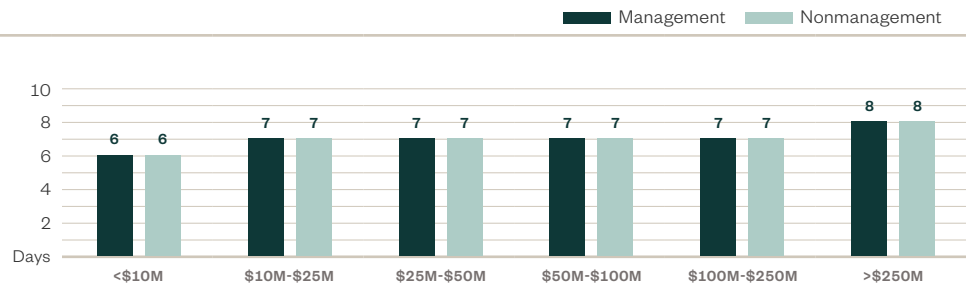
DAYS OF PAID TIME OFF

	Years	ANNUAL REVENUE					
		< \$10M	\$10M-\$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
Management	<1	5	7	8	13	14	12
	1+	7	9	11	15	15	14
	5+	12	13	15	17	18	19
	10+	14	16	17	20	20	21
	15+	15	18	18	20	23	24
Nonmanagement	<1	3	4	6	10	9	11
	1+	6	8	10	13	12	14
	5+	10	12	14	16	16	19
	10+	11	14	16	19	18	21
	15+	12	15	17	19	20	24

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 offer HEALTH INSURANCE						
Management	93%	100%	100%	100%	100%	100%
Nonmanagement	81%	94%	97%	93%	87%	90%
Portion paid of EMPLOYEE COSTS						
Management	79%	82%	88%	89%	80%	69%
Nonmanagement	77%	81%	87%	89%	77%	65%
Portion paid of DEPENDENT COSTS						
Management	24%	32%	43%	58%	61%	64%
Nonmanagement	28%	31%	44%	62%	64%	63%
Companies that offer DENTAL INSURANCE						
Management	74%	92%	92%	97%	100%	100%
Nonmanagement	64%	89%	89%	93%	87%	90%
Portion paid of EMPLOYEE COSTS						
Management	57%	74%	81%	75%	78%	56%
Nonmanagement	53%	73%	80%	78%	77%	51%
Portion paid of DEPENDENT COSTS						
Management	27%	30%	45%	55%	56%	61%
Nonmanagement	31%	28%	46%	59%	64%	52%
Companies that offer VISION INSURANCE						
Management	60%	78%	76%	90%	100%	80%
Nonmanagement	52%	72%	79%	86%	87%	80%
Companies that offer DISABILITY INSURANCE						
Management	21%	47%	61%	76%	93%	100%
Nonmanagement	17%	47%	53%	69%	73%	90%

RETIREMENT BENEFITS

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

Companies that offer a **401(K) PLAN**

Management	76%	100%	95%	100%	100%	91%
Nonmanagement	51%	81%	81%	83%	93%	82%

	ACROSS ALL REVENUE CATEGORIES	
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Companies that offer a **UNION PENSION**

Management	8%
Nonmanagement	30%

Companies that offer a **DEFERRED COMPENSATION PLAN**

Management	19%
Nonmanagement	12%

Companies that offer a **PROFIT SHARING PLAN**

Management	48%
Nonmanagement	36%



PRESIDENT

CHIEF FINANCIAL OFFICER

VICE PRESIDENT

SECTION TWO

Executive Positions



PRESIDENT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	59	\$145,000	\$187,000	\$250,000	\$208,519
Eastern WA	29	\$80,700	\$125,000	\$157,125	\$130,572
Oregon	34	\$80,750	\$120,000	\$212,250	\$159,758
Idaho	21	\$90,760	\$120,000	\$150,000	\$137,555
Montana	11	\$98,800	\$125,000	\$176,800	\$135,025
All Regions	154	\$100,000	\$143,265	\$208,000	\$168,149
SALARY BY CONSTRUCTION TYPE					
Commercial	90	\$100,000	\$143,965	\$222,375	\$160,638
Heavy/Highway	29	\$102,000	\$125,000	\$202,000	\$193,017
Municipal/Utility	12	\$61,250	\$109,400	\$173,750	\$124,980
Residential	12	\$85,079	\$138,500	\$189,250	\$153,106
Other	11	\$150,000	\$200,000	\$300,000	\$227,541
SALARY BY CONTRACTOR TYPE					
General Contractor	97	\$100,000	\$140,000	\$208,000	\$165,372
Specialty Trade Contractor	42	\$101,500	\$145,765	\$204,446	\$156,862
Other	15	\$81,000	\$178,440	\$250,000	\$217,709
SALARY BY REVENUE					
Up to \$10 Million	40	\$75,000	\$90,000	\$120,000	\$101,658
\$10-\$25 Million	31	\$95,000	\$120,000	\$162,650	\$128,305
\$25-\$50 Million	37	\$115,820	\$158,220	\$202,798	\$171,107
\$50-\$100 Million	24	\$131,250	\$204,500	\$250,000	\$234,355
\$100-\$250 Million	14	\$180,683	\$220,750	\$250,000	\$216,581
Over \$250 Million	7	\$250,000	\$300,000	\$325,000	\$301,926
BONUS BY REVENUE					
Up to \$10 Million	21	\$10,000	\$22,800	\$35,000	\$29,573
\$10-\$25 Million	21	\$25,000	\$38,000	\$94,500	\$86,785
\$25-\$50 Million	22	\$28,750	\$50,000	\$110,389	\$102,463
\$50-\$100 Million	19	\$35,000	\$50,000	\$100,000	\$87,794
\$100-\$250 Million	11	\$68,740	\$120,000	\$275,000	\$193,295
Over \$250 Million	5	\$112,500	\$125,000	\$428,371	\$241,348

CHIEF FINANCIAL OFFICER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	38	\$120,000	\$157,500	\$201,250	\$164,206
Eastern WA	15	\$87,880	\$106,000	\$156,000	\$124,583
Oregon	16	\$74,806	\$115,000	\$167,500	\$124,551
Idaho	11	\$87,000	\$100,000	\$135,000	\$122,229
Montana	6	\$82,625	\$122,500	\$136,768	\$110,512
All Regions	86	\$100,000	\$130,000	\$175,875	\$140,802
SALARY BY CONSTRUCTION TYPE					
Commercial	53	\$94,000	\$120,000	\$175,000	\$137,967
Heavy/Highway	16	\$94,000	\$130,000	\$176,500	\$137,241
Municipal/Utility	6	\$86,375	\$135,625	\$147,490	\$123,845
Residential	4	\$137,500	\$176,750	\$200,625	\$171,625
Other	7	\$128,315	\$160,000	\$208,000	\$176,331
SALARY BY CONTRACTOR TYPE					
General Contractor	56	\$98,500	\$130,000	\$175,000	\$137,851
Specialty Trade Contractor	23	\$100,000	\$130,000	\$166,000	\$136,554
Other	7	\$104,820	\$178,500	\$275,000	\$178,367
SALARY BY REVENUE					
Up to \$10 Million	8	\$54,985	\$76,500	\$89,250	\$74,581
\$10-\$25 Million	15	\$70,000	\$100,000	\$115,000	\$105,234
\$25-\$50 Million	25	\$107,410	\$130,000	\$170,500	\$140,639
\$50-\$100 Million	20	\$116,250	\$152,546	\$195,000	\$158,676
\$100-\$250 Million	12	\$130,000	\$140,000	\$200,000	\$155,689
Over \$250 Million	6	\$208,447	\$233,500	\$248,345	\$229,343
BONUS BY REVENUE					
Up to \$10 Million	4	\$7,500	\$17,500	\$20,000	\$15,000
\$10-\$25 Million	13	\$5,150	\$20,000	\$69,500	\$51,721
\$25-\$50 Million	20	\$8,125	\$28,500	\$50,000	\$40,123
\$50-\$100 Million	17	\$25,000	\$37,000	\$55,000	\$44,765
\$100-\$250 Million	10	\$27,500	\$55,000	\$143,750	\$106,200
Over \$250 Million	6	\$53,674	\$100,000	\$162,500	\$109,150

VICE PRESIDENT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	48	\$121,000	\$150,000	\$190,428	\$155,874
Eastern WA	19	\$80,933	\$104,000	\$152,942	\$114,967
Oregon	28	\$75,588	\$110,500	\$134,920	\$113,640
Idaho	19	\$78,000	\$100,000	\$130,000	\$104,909
Montana	11	\$70,000	\$100,000	\$125,000	\$104,581
All Regions	127	\$93,600	\$120,640	\$162,650	\$138,913
SALARY BY CONSTRUCTION TYPE					
Commercial	76	\$90,500	\$120,000	\$154,486	\$127,906
Heavy/Highway	24	\$85,200	\$104,000	\$171,663	\$123,198
Municipal/Utility	11	\$65,000	\$110,000	\$145,000	\$107,672
Residential	8	\$93,700	\$124,500	\$168,750	\$127,223
Other	6	\$143,500	\$156,579	\$256,250	\$185,360
SALARY BY CONTRACTOR TYPE					
General Contractor	86	\$99,380	\$120,320	\$159,652	\$135,775
Specialty Trade Contractor	29	\$79,000	\$111,000	\$151,471	\$121,966
Other	12	\$82,350	\$153,698	\$204,275	\$202,358
SALARY BY REVENUE					
Up to \$10 Million	24	\$64,220	\$76,175	\$100,000	\$79,318
\$10-\$25 Million	26	\$80,700	\$100,000	\$129,600	\$106,824
\$25-\$50 Million	29	\$107,000	\$130,000	\$151,725	\$134,154
\$50-\$100 Million	26	\$113,750	\$148,124	\$181,257	\$151,989
\$100-\$250 Million	13	\$140,260	\$185,000	\$200,000	\$169,862
Over \$250 Million	7	\$137,350	\$225,000	\$233,000	\$180,072
BONUS BY REVENUE					
Up to \$10 Million	17	\$10,000	\$15,000	\$24,620	\$25,451
\$10-\$25 Million	20	\$20,000	\$25,000	\$45,000	\$55,289
\$25-\$50 Million	20	\$21,250	\$36,316	\$50,600	\$48,604
\$50-\$100 Million	23	\$35,000	\$40,000	\$70,000	\$53,221
\$100-\$250 Million	10	\$50,000	\$60,000	\$80,000	\$93,014
Over \$250 Million	6	\$23,103	\$87,500	\$189,000	\$111,412



SECTION THREE

Technical Management Positions

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.

SAFETY DIRECTOR

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

PROJECT MANAGER

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

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.

ESTIMATOR

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

CONSTRUCTION MANAGER

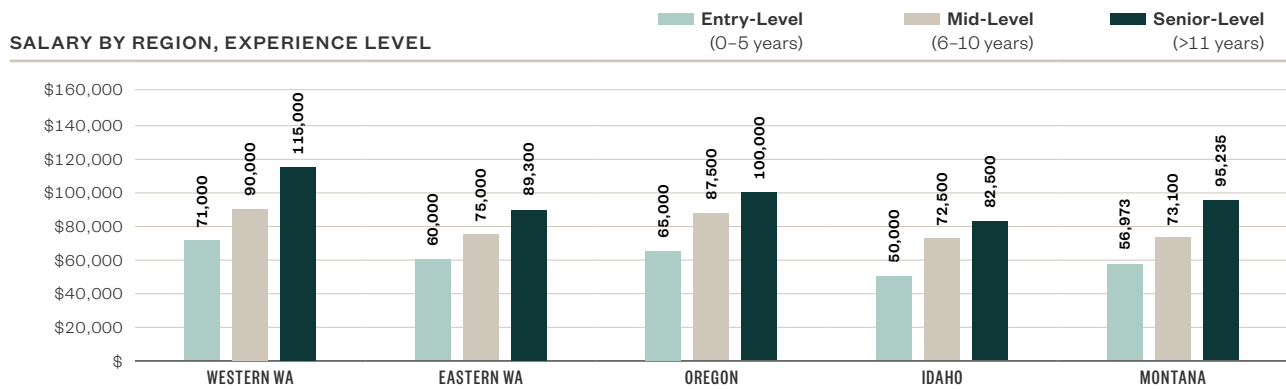
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	36	\$87,250	\$100,000	\$131,500	\$112,193
Eastern WA	15	\$65,000	\$73,333	\$91,500	\$79,105
Oregon	22	\$71,436	\$90,834	\$100,075	\$89,483
Idaho	14	\$58,333	\$67,500	\$87,083	\$74,793
Montana	6	\$72,945	\$75,000	\$98,436	\$84,663
All Regions	93	\$72,537	\$88,400	\$106,634	\$94,077

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	52	\$68,750	\$90,000	\$109,417	\$93,521
Heavy/Highway	21	\$75,000	\$90,000	\$109,167	\$103,386
Municipal/Utility	9	\$72,558	\$85,000	\$99,167	\$86,276
Residential	5	\$61,250	\$87,000	\$90,000	\$77,900
Other	6	\$66,250	\$93,167	\$107,750	\$91,500

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	58	\$72,814	\$86,500	\$100,567	\$89,714
Specialty Trade Contractor	23	\$76,667	\$91,667	\$114,400	\$104,089
Other	12	\$65,042	\$89,167	\$114,317	\$95,977

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	19	\$63,667	\$75,000	\$90,000	\$78,089
\$10-\$25 Million	20	\$66,875	\$82,500	\$89,500	\$81,014
\$25-\$50 Million	22	\$73,665	\$91,069	\$125,750	\$104,669
\$50-\$100 Million	17	\$73,391	\$98,333	\$108,467	\$97,865
\$100-\$250 Million	11	\$80,000	\$100,667	\$138,550	\$108,777
Over \$250 Million	4	\$113,448	\$117,940	\$130,272	\$120,553

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	13	\$5,250	\$10,000	\$22,500	\$12,756
\$10-\$25 Million	16	\$4,250	\$9,250	\$15,500	\$13,572
\$25-\$50 Million	17	\$5,000	\$10,000	\$28,959	\$17,243
\$50-\$100 Million	13	\$6,417	\$15,000	\$20,834	\$15,502
\$100-\$250 Million	9	\$8,050	\$11,000	\$24,500	\$15,104
Over \$250 Million	3	\$12,000	\$13,550	\$16,957	\$14,169



SAFETY DIRECTOR

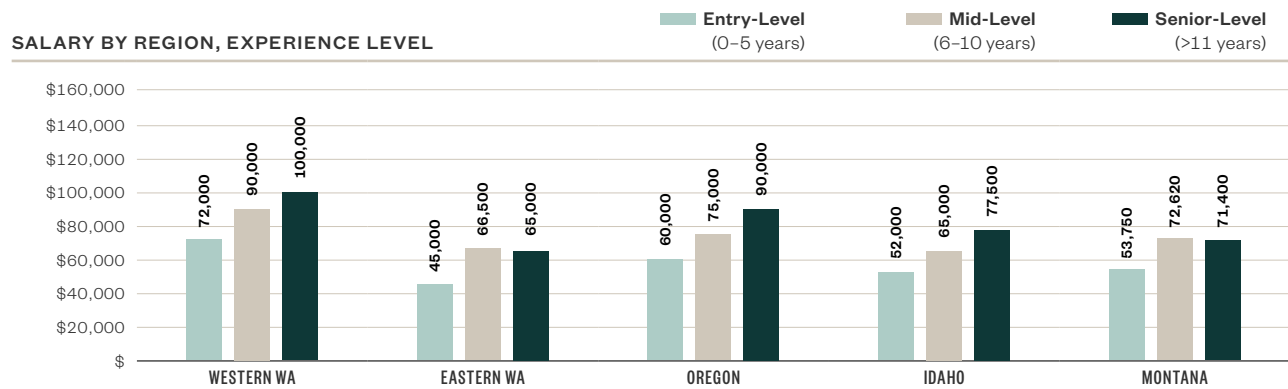
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	43	\$75,000	\$90,000	\$100,000	\$89,464
Eastern WA	16	\$54,250	\$64,250	\$79,875	\$69,869
Oregon	18	\$57,206	\$72,500	\$91,167	\$73,166
Idaho	13	\$52,520	\$65,000	\$75,000	\$65,459
Montana	6	\$55,125	\$64,200	\$71,679	\$63,357
All Regions	96	\$61,092	\$75,000	\$92,000	\$78,260

SALARY BY CONSTRUCTION TYPE					
Commercial	57	\$58,292	\$75,000	\$92,000	\$76,843
Heavy/Highway	19	\$62,000	\$75,000	\$99,840	\$82,542
Municipal/Utility	7	\$41,600	\$66,733	\$75,000	\$58,748
Residential	4	\$71,740	\$78,480	\$88,250	\$79,490
Other	9	\$74,650	\$90,314	\$111,500	\$92,822

SALARY BY CONTRACTOR TYPE					
General Contractor	64	\$61,092	\$78,230	\$95,975	\$79,792
Specialty Trade Contractor	23	\$62,000	\$75,000	\$80,000	\$75,790
Other	9	\$57,711	\$70,239	\$87,667	\$73,675

SALARY BY REVENUE					
Up to \$10 Million	12	\$49,140	\$54,911	\$61,917	\$57,491
\$10-\$25 Million	14	\$51,917	\$62,000	\$75,750	\$65,421
\$25-\$50 Million	27	\$57,500	\$70,239	\$85,000	\$70,508
\$50-\$100 Million	21	\$71,250	\$90,000	\$98,204	\$86,793
\$100-\$250 Million	12	\$73,125	\$81,417	\$98,225	\$88,414
Over \$250 Million	10	\$93,000	\$111,472	\$127,030	\$111,605

BONUS BY REVENUE					
Up to \$10 Million	8	\$1,625	\$2,500	\$5,125	\$2,056
\$10-\$25 Million	11	\$1,400	\$2,333	\$5,000	\$3,013
\$25-\$50 Million	22	\$2,000	\$4,500	\$8,500	\$6,449
\$50-\$100 Million	19	\$5,567	\$7,600	\$13,200	\$8,659
\$100-\$250 Million	11	\$5,000	\$7,500	\$12,500	\$8,599
Over \$250 Million	10	\$7,425	\$10,584	\$15,667	\$12,786



PROJECT MANAGER

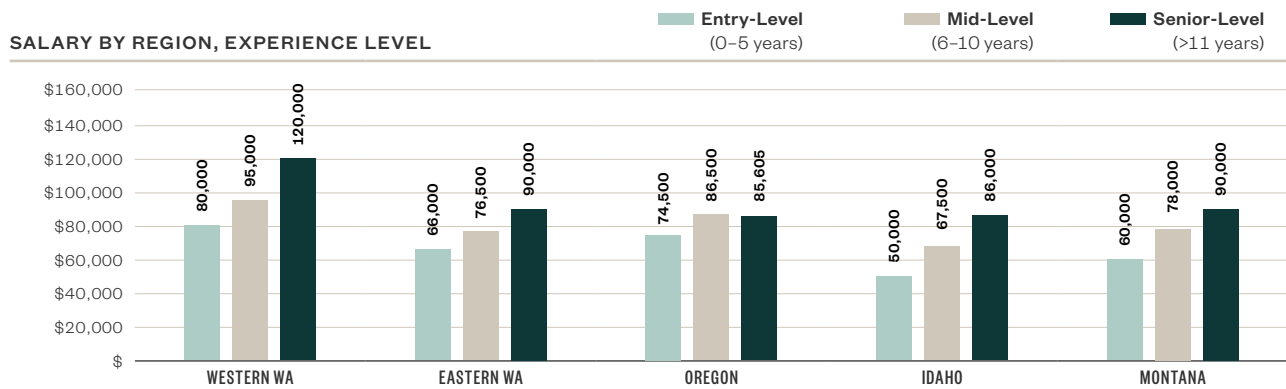
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	63	\$85,000	\$101,000	\$110,707	\$98,036
Eastern WA	27	\$65,850	\$73,333	\$88,333	\$78,087
Oregon	33	\$67,955	\$79,500	\$92,584	\$81,767
Idaho	18	\$59,375	\$66,667	\$83,500	\$72,139
Montana	8	\$70,833	\$77,831	\$84,583	\$77,041
All Regions	149	\$71,177	\$85,000	\$101,000	\$86,562

SALARY BY CONSTRUCTION TYPE					
Commercial	92	\$72,030	\$85,000	\$100,917	\$86,282
Heavy/Highway	30	\$71,313	\$83,000	\$110,417	\$88,474
Municipal/Utility	8	\$65,000	\$73,481	\$88,425	\$75,591
Residential	8	\$63,838	\$79,334	\$89,010	\$79,838
Other	11	\$86,833	\$93,333	\$115,333	\$96,557

SALARY BY CONTRACTOR TYPE					
General Contractor	98	\$73,584	\$88,750	\$105,417	\$88,792
Specialty Trade Contractor	39	\$65,000	\$78,333	\$92,500	\$81,647
Other	12	\$66,250	\$79,383	\$97,000	\$84,324

SALARY BY REVENUE					
Up to \$10 Million	28	\$62,012	\$65,177	\$75,000	\$68,060
\$10-\$25 Million	30	\$65,682	\$80,500	\$91,642	\$78,945
\$25-\$50 Million	38	\$74,667	\$85,000	\$97,750	\$87,245
\$50-\$100 Million	29	\$83,317	\$95,000	\$106,667	\$96,102
\$100-\$250 Million	14	\$86,459	\$105,230	\$115,000	\$110,398
Over \$250 Million	10	\$109,608	\$114,500	\$117,400	\$111,587

BONUS BY REVENUE					
Up to \$10 Million	21	\$5,334	\$10,000	\$10,500	\$10,524
\$10-\$25 Million	26	\$5,000	\$9,477	\$12,708	\$12,401
\$25-\$50 Million	33	\$5,606	\$12,667	\$25,000	\$19,747
\$50-\$100 Million	26	\$9,708	\$12,000	\$19,104	\$14,157
\$100-\$250 Million	14	\$7,917	\$12,084	\$20,833	\$14,832
Over \$250 Million	9	\$11,332	\$13,333	\$17,263	\$14,054



PROJECT ENGINEER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	47	\$60,000	\$70,000	\$80,000	\$71,385
Eastern WA	12	\$55,417	\$63,167	\$73,119	\$64,494
Oregon	18	\$59,450	\$64,500	\$80,208	\$67,959
Idaho	12	\$41,250	\$57,780	\$73,250	\$59,936
Montana	7	\$53,000	\$61,667	\$64,827	\$63,023
All Regions	96	\$58,038	\$65,000	\$76,325	\$67,840

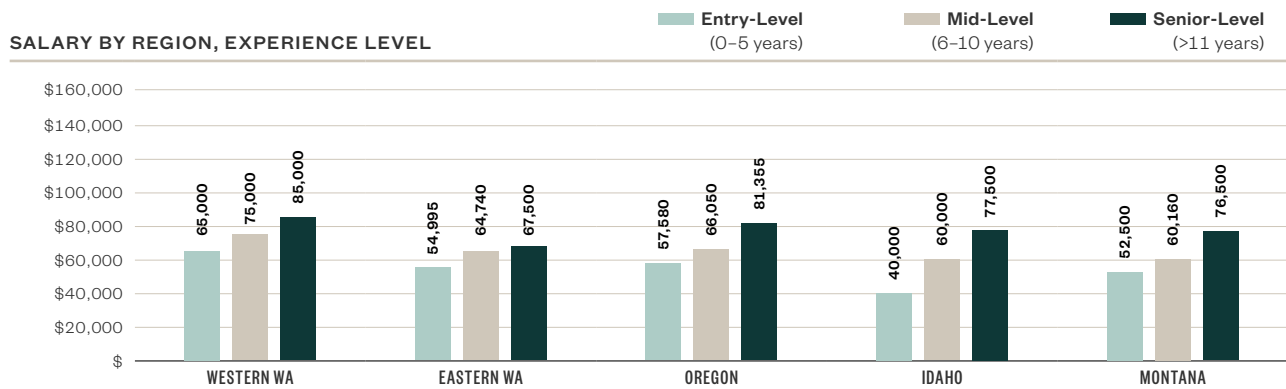
SALARY BY CONSTRUCTION TYPE					
Commercial	60	\$56,375	\$64,667	\$74,583	\$65,735
Heavy/Highway	18	\$65,000	\$74,000	\$83,750	\$74,087
Municipal/Utility	8	\$52,167	\$54,000	\$63,833	\$55,604
Residential	-	-	-	-	-
Other	-	-	-	-	-

SALARY BY CONTRACTOR TYPE					
General Contractor	70	\$60,000	\$66,427	\$78,734	\$69,113
Specialty Trade Contractor	19	\$53,333	\$63,000	\$70,000	\$62,893
Other	7	\$55,560	\$65,000	\$71,667	\$68,541

SALARY BY REVENUE					
Up to \$10 Million	6	\$49,750	\$54,750	\$66,250	\$57,361
\$10-\$25 Million	16	\$56,250	\$65,000	\$77,495	\$65,448
\$25-\$50 Million	26	\$54,750	\$62,828	\$73,583	\$64,371
\$50-\$100 Million	26	\$60,000	\$64,664	\$75,000	\$67,565
\$100-\$250 Million	12	\$63,800	\$70,167	\$77,484	\$70,675
Over \$250 Million	10	\$78,167	\$82,817	\$92,712	\$84,292

BONUS BY REVENUE					
Up to \$10 Million	-	-	-	-	-
\$10-\$25 Million	13	\$3,409	\$5,000	\$8,084	\$7,442
\$25-\$50 Million	22	\$2,000	\$3,750	\$7,042	\$6,683
\$50-\$100 Million	24	\$3,063	\$4,834	\$6,367	\$5,046
\$100-\$250 Million	11	\$4,750	\$6,667	\$9,667	\$6,778
Over \$250 Million	10	\$4,408	\$6,248	\$8,075	\$6,152

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



ESTIMATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
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SALARY BY REGION

Western WA	58	\$73,125	\$96,000	\$115,275	\$95,987
Eastern WA	15	\$70,000	\$85,000	\$100,000	\$83,663
Oregon	22	\$69,150	\$81,500	\$85,330	\$79,574
Idaho	20	\$52,084	\$64,500	\$78,438	\$66,240
Montana	10	\$56,750	\$63,467	\$82,195	\$66,838
All Regions	125	\$65,000	\$82,500	\$101,584	\$84,528

SALARY BY CONSTRUCTION TYPE

Commercial	72	\$66,325	\$81,834	\$102,042	\$83,786
Heavy/Highway	28	\$74,063	\$85,000	\$103,833	\$88,848
Municipal/Utility	7	\$53,000	\$63,330	\$81,667	\$66,840
Residential	10	\$58,720	\$63,667	\$86,500	\$73,229
Other	8	\$87,083	\$102,324	\$133,750	\$105,681

SALARY BY CONTRACTOR TYPE

General Contractor	76	\$70,625	\$85,660	\$104,000	\$89,081
Specialty Trade Contractor	36	\$60,583	\$74,107	\$96,875	\$78,237
Other	13	\$60,000	\$69,700	\$87,389	\$75,329

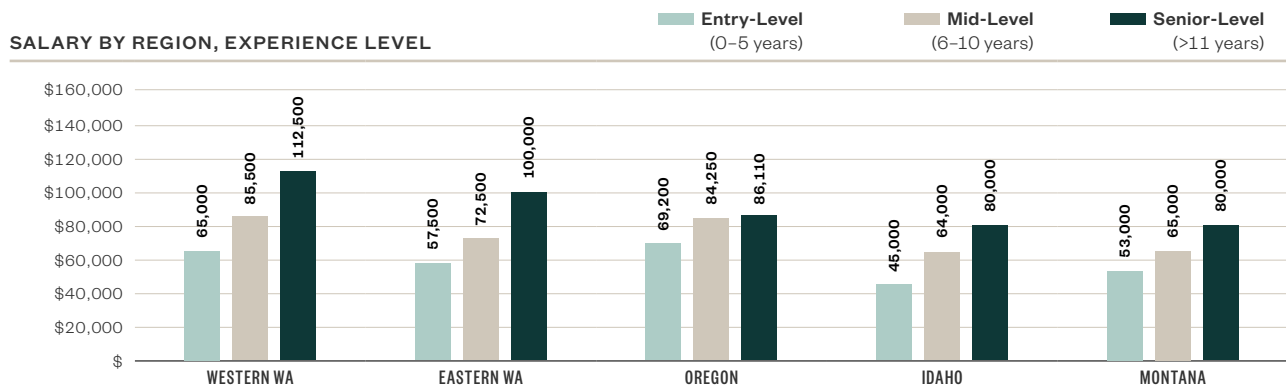
SALARY BY REVENUE

Up to \$10 Million	21	\$57,480	\$73,333	\$80,500	\$72,742
\$10-\$25 Million	29	\$56,500	\$65,000	\$85,000	\$72,441
\$25-\$50 Million	29	\$69,167	\$80,000	\$97,750	\$84,198
\$50-\$100 Million	22	\$81,250	\$88,160	\$105,417	\$92,051
\$100-\$250 Million	14	\$82,017	\$102,917	\$121,375	\$100,345
Over \$250 Million	10	\$89,440	\$103,417	\$115,000	\$106,591

BONUS BY REVENUE

Up to \$10 Million	10	\$4,500	\$8,500	\$11,523	\$8,975
\$10-\$25 Million	20	\$4,438	\$8,500	\$17,500	\$13,904
\$25-\$50 Million	23	\$5,000	\$8,500	\$20,000	\$12,995
\$50-\$100 Million	20	\$5,925	\$9,250	\$15,625	\$11,377
\$100-\$250 Million	13	\$5,409	\$9,167	\$14,167	\$10,255
Over \$250 Million	9	\$6,917	\$9,000	\$13,750	\$11,458

SALARY BY REGION, EXPERIENCE LEVEL





SECTION FOUR

Finance & Administrative Positions

CONTROLLER

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

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

PAYABLES / RECEIVABLES / PAYROLL CLERK

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

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.

CONTRACTS ADMINISTRATOR

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

OFFICE MANAGER

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

HUMAN RESOURCES MANAGER

Manages hiring and staffing and oversees implementation of company policies.

ADMINISTRATIVE ASSISTANT

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

CONTROLLER

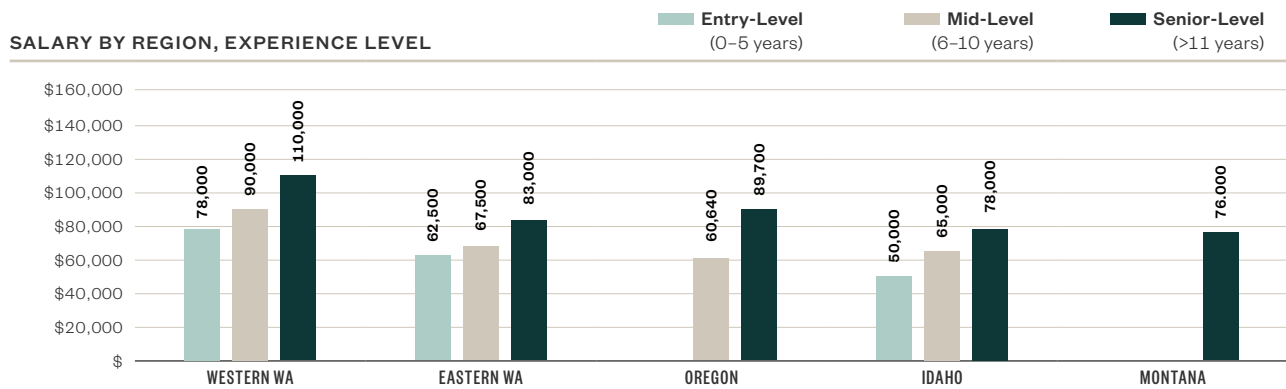
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	49	\$75,834	\$100,000	\$122,500	\$103,020
Eastern WA	18	\$62,850	\$75,750	\$88,750	\$78,002
Oregon	15	\$62,400	\$86,000	\$96,700	\$81,104
Idaho	12	\$63,750	\$67,500	\$79,500	\$68,306
Montana	6	\$68,410	\$77,000	\$80,000	\$74,980
All Regions	100	\$68,670	\$82,161	\$105,000	\$89,381

SALARY BY CONSTRUCTION TYPE					
Commercial	60	\$68,950	\$85,500	\$111,083	\$90,768
Heavy/Highway	22	\$73,750	\$85,473	\$97,500	\$88,159
Municipal/Utility	4	\$46,250	\$71,500	\$150,750	\$89,500
Residential	7	\$65,000	\$70,000	\$76,000	\$72,429
Other	7	\$65,000	\$100,000	\$125,000	\$98,229

SALARY BY CONTRACTOR TYPE					
General Contractor	71	\$70,000	\$85,000	\$112,000	\$90,645
Specialty Trade Contractor	20	\$65,000	\$78,456	\$106,250	\$87,010
Other	9	\$64,167	\$78,000	\$95,150	\$84,681

SALARY BY REVENUE					
Up to \$10 Million	17	\$60,320	\$68,888	\$76,084	\$68,207
\$10-\$25 Million	22	\$64,350	\$67,800	\$76,400	\$73,476
\$25-\$50 Million	19	\$76,000	\$81,245	\$95,300	\$89,642
\$50-\$100 Million	21	\$86,667	\$95,909	\$113,738	\$98,909
\$100-\$250 Million	12	\$76,250	\$101,500	\$118,750	\$101,244
Over \$250 Million	9	\$111,300	\$133,333	\$150,000	\$129,659

BONUS BY REVENUE					
Up to \$10 Million	11	\$3,000	\$5,500	\$12,000	\$7,394
\$10-\$25 Million	18	\$2,933	\$5,014	\$10,000	\$7,820
\$25-\$50 Million	17	\$4,500	\$10,000	\$20,750	\$15,255
\$50-\$100 Million	19	\$7,500	\$15,000	\$20,000	\$15,222
\$100-\$250 Million	11	\$6,000	\$10,000	\$19,333	\$11,515
Over \$250 Million	8	\$5,950	\$19,875	\$26,000	\$20,544



ACCOUNTANT / ASSISTANT CONTROLLER

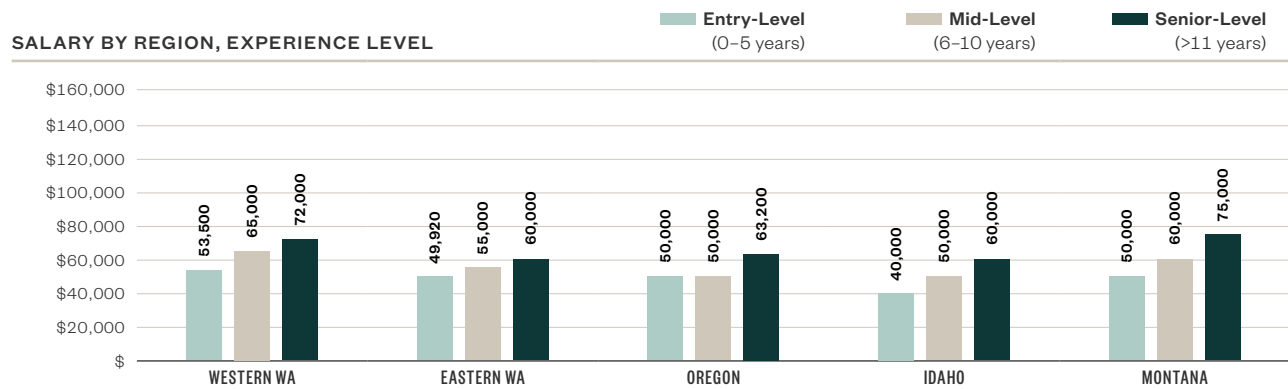
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	43	\$55,000	\$69,633	\$82,014	\$67,968
Eastern WA	14	\$50,660	\$57,000	\$66,250	\$61,183
Oregon	15	\$50,000	\$61,500	\$64,000	\$58,893
Idaho	16	\$46,000	\$50,000	\$52,100	\$48,478
Montana	5	\$47,632	\$63,000	\$75,833	\$61,986
All Regions	93	\$50,000	\$58,333	\$71,834	\$61,808

SALARY BY CONSTRUCTION TYPE					
Commercial	53	\$50,000	\$60,000	\$73,500	\$63,126
Heavy/Highway	16	\$50,130	\$62,867	\$80,333	\$67,040
Municipal/Utility	8	\$41,941	\$55,750	\$62,850	\$55,375
Residential	8	\$36,250	\$49,667	\$56,790	\$51,249
Other	8	\$49,458	\$58,000	\$68,750	\$59,604

SALARY BY CONTRACTOR TYPE					
General Contractor	59	\$50,000	\$60,000	\$75,000	\$62,687
Specialty Trade Contractor	27	\$50,000	\$56,667	\$69,633	\$59,119
Other	7	\$47,763	\$52,800	\$87,500	\$64,776

SALARY BY REVENUE					
Up to \$10 Million	14	\$49,333	\$53,300	\$63,083	\$53,471
\$10-\$25 Million	15	\$41,667	\$50,000	\$61,500	\$53,372
\$25-\$50 Million	25	\$47,802	\$56,160	\$70,817	\$59,507
\$50-\$100 Million	20	\$54,125	\$73,500	\$78,125	\$66,425
\$100-\$250 Million	12	\$50,000	\$58,167	\$78,667	\$63,367
Over \$250 Million	7	\$75,000	\$92,500	\$95,000	\$86,891

BONUS BY REVENUE					
Up to \$10 Million	8	\$2,500	\$5,000	\$5,000	\$4,438
\$10-\$25 Million	8	\$4,000	\$4,500	\$8,625	\$7,188
\$25-\$50 Million	19	\$3,000	\$4,160	\$7,000	\$4,849
\$50-\$100 Million	17	\$4,125	\$5,000	\$8,167	\$5,790
\$100-\$250 Million	11	\$2,833	\$4,250	\$5,000	\$4,098
Over \$250 Million	76	\$4,500	\$5,417	\$9,646	\$6,986



PAYABLES / RECEIVABLES / PAYROLL CLERK

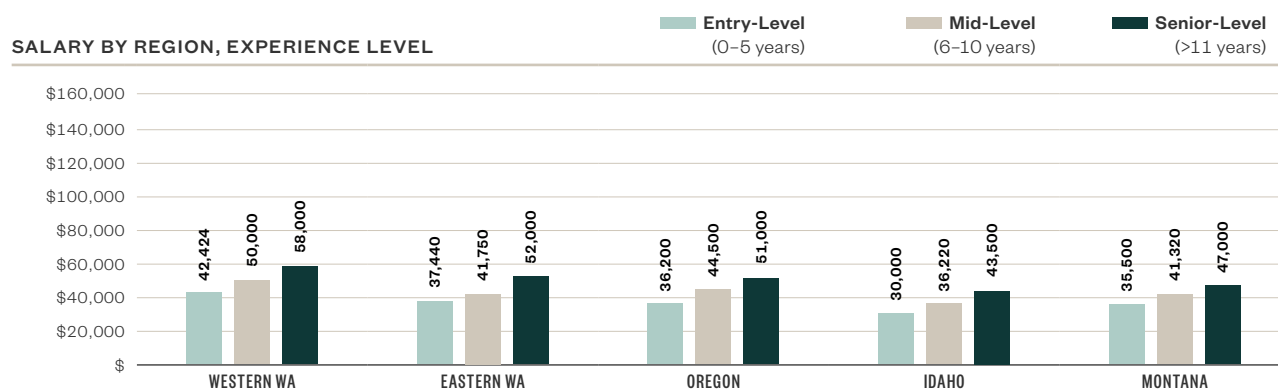
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	56	\$44,820	\$51,251	\$55,527	\$49,887
Eastern WA	29	\$35,180	\$40,000	\$51,000	\$42,992
Oregon	29	\$36,887	\$42,400	\$46,334	\$43,015
Idaho	19	\$33,267	\$35,300	\$42,000	\$38,479
Montana	8	\$30,545	\$39,334	\$54,253	\$42,959
All Regions	141	\$37,440	\$44,980	\$52,916	\$45,125

SALARY BY CONSTRUCTION TYPE					
Commercial	82	\$35,825	\$44,999	\$53,083	\$44,921
Heavy/Highway	28	\$40,000	\$45,000	\$52,345	\$46,937
Municipal/Utility	10	\$34,050	\$39,334	\$45,000	\$39,761
Residential	11	\$37,500	\$40,000	\$52,000	\$44,031
Other	10	\$36,750	\$48,585	\$56,813	\$48,298

SALARY BY CONTRACTOR TYPE					
General Contractor	90	\$37,815	\$44,990	\$52,115	\$45,562
Specialty Trade Contractor	37	\$35,000	\$45,000	\$53,950	\$44,538
Other	14	\$36,000	\$40,000	\$53,724	\$43,870

SALARY BY REVENUE					
Up to \$10 Million	26	\$33,800	\$37,470	\$40,820	\$38,379
\$10-\$25 Million	31	\$35,000	\$41,600	\$47,500	\$42,368
\$25-\$50 Million	34	\$37,440	\$44,940	\$52,250	\$45,253
\$50-\$100 Million	26	\$42,303	\$47,167	\$56,368	\$49,339
\$100-\$250 Million	15	\$43,000	\$49,000	\$55,000	\$49,902
Over \$250 Million	9	\$49,230	\$54,214	\$59,084	\$53,493

BONUS BY REVENUE					
Up to \$10 Million	15	\$500	\$1,500	\$5,000	\$2,770
\$10-\$25 Million	23	\$1,000	\$1,584	\$3,333	\$2,205
\$25-\$50 Million	27	\$1,250	\$2,000	\$4,500	\$3,009
\$50-\$100 Million	20	\$1,625	\$3,375	\$4,700	\$3,328
\$100-\$250 Million	13	\$1,000	\$3,667	\$4,833	\$2,995
Over \$250 Million	9	\$2,000	\$2,713	\$3,833	\$2,892



BUSINESS DEVELOPMENT MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	26	\$77,175	\$103,634	\$137,553	\$107,781
Eastern WA	6	\$44,750	\$75,000	\$110,982	\$80,163
Oregon	9	\$63,000	\$99,840	\$125,000	\$91,962
Idaho	5	\$50,000	\$61,000	\$91,000	\$68,600
Montana	4	\$61,250	\$67,600	\$83,673	\$71,841
All Regions	50	\$64,000	\$90,834	\$121,009	\$94,826

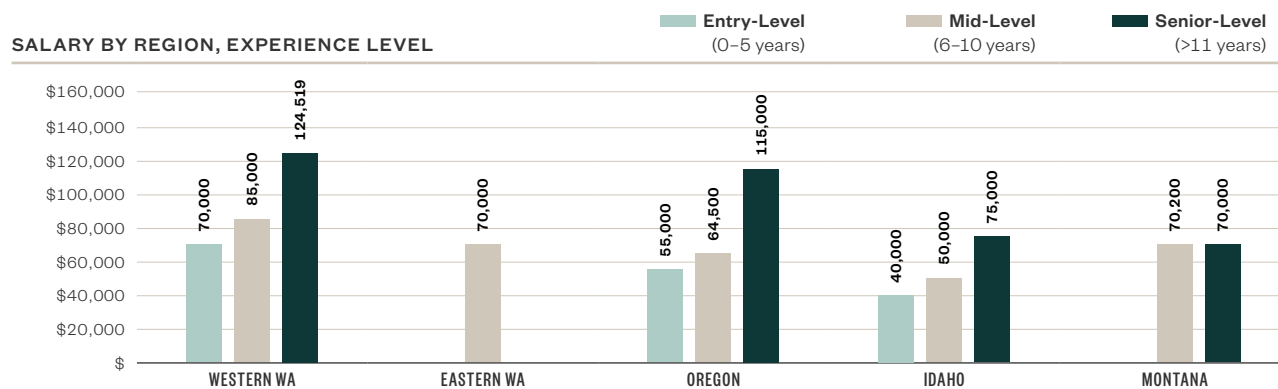
SALARY BY CONSTRUCTION TYPE					
Commercial	36	\$68,250	\$94,822	\$135,000	\$99,988
Heavy/Highway	8	\$59,625	\$60,000	\$91,130	\$68,586
Municipal/Utility	-	-	-	-	-
Residential	-	-	-	-	-
Other	-	-	-	-	-

SALARY BY CONTRACTOR TYPE					
General Contractor	35	\$61,000	\$85,000	\$108,333	\$88,372
Specialty Trade Contractor	11	\$80,000	\$135,000	\$150,000	\$121,747
Other	4	\$47,500	\$73,582	\$110,730	\$77,271

SALARY BY REVENUE					
Up to \$10 Million	5	\$42,007	\$60,000	\$70,000	\$56,803
\$10-\$25 Million	8	\$52,750	\$82,920	\$132,259	\$89,918
\$25-\$50 Million	7	\$65,000	\$68,699	\$92,000	\$75,123
\$50-\$100 Million	15	\$70,200	\$108,333	\$144,612	\$109,781
\$100-\$250 Million	8	\$65,875	\$87,500	\$124,317	\$96,421
Over \$250 Million	7	\$100,000	\$108,333	\$147,750	\$113,429

BONUS BY REVENUE					
Up to \$10 Million	-	-	-	-	-
\$10-\$25 Million	7	\$2,167	\$7,500	\$11,000	\$6,960
\$25-\$50 Million	6	\$4,625	\$8,125	\$13,875	\$8,875
\$50-\$100 Million	14	\$7,375	\$10,417	\$16,625	\$14,842
\$100-\$250 Million	8	\$6,750	\$8,584	\$25,625	\$16,083
Over \$250 Million	6	\$10,230	\$16,417	\$20,054	\$15,906

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



CONTRACTS ADMINISTRATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	38	\$52,460	\$57,200	\$72,250	\$62,180
Eastern WA	9	\$40,000	\$43,667	\$57,000	\$47,513
Oregon	12	\$38,500	\$48,895	\$60,000	\$49,991
Idaho	10	\$44,500	\$49,500	\$61,250	\$51,600
Montana	*	*	*	*	\$47,667
All Regions	72	\$45,845	\$54,667	\$65,000	\$56,241

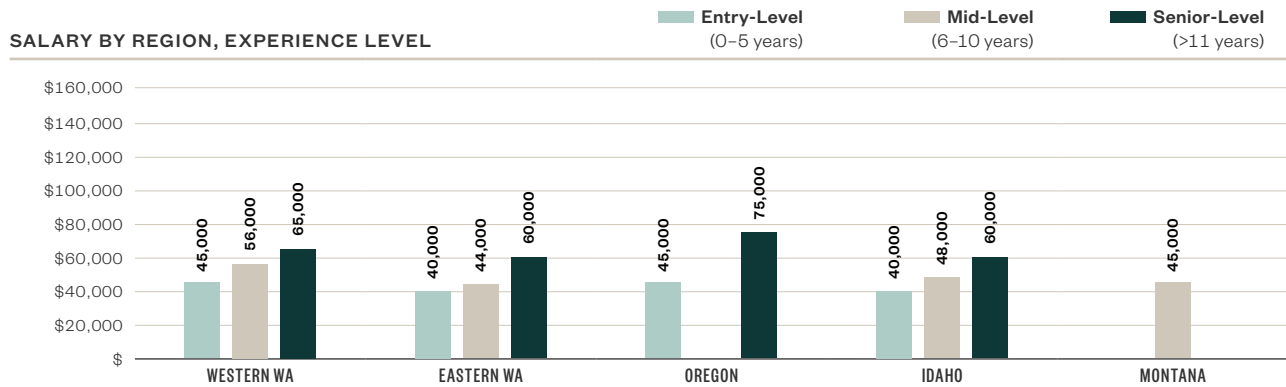
SALARY BY CONSTRUCTION TYPE					
Commercial	40	\$47,000	\$53,420	\$64,750	\$55,102
Heavy/Highway	19	\$47,500	\$56,900	\$66,352	\$59,017
Municipal/Utility	-	-	-	-	-
Residential	4	\$42,450	\$55,000	\$77,938	\$58,463
Other	7	\$46,100	\$56,000	\$70,000	\$58,156

SALARY BY CONTRACTOR TYPE					
General Contractor	51	\$45,760	\$53,650	\$65,000	\$55,491
Specialty Trade Contractor	13	\$49,140	\$57,500	\$64,680	\$57,063
Other	8	\$43,375	\$57,000	\$77,430	\$59,684

SALARY BY REVENUE					
Up to \$10 Million	5	\$52,040	\$60,000	\$65,000	\$58,816
\$10-\$25 Million	14	\$40,000	\$48,700	\$56,250	\$50,004
\$25-\$50 Million	15	\$43,000	\$53,280	\$73,000	\$57,154
\$50-\$100 Million	18	\$43,750	\$51,780	\$65,000	\$54,888
\$100-\$250 Million	13	\$49,000	\$55,000	\$60,834	\$55,633
Over \$250 Million	7	\$57,500	\$66,352	\$81,667	\$69,527

BONUS BY REVENUE					
Up to \$10 Million	-	-	-	-	-
\$10-\$25 Million	7	\$900	\$5,000	\$6,833	\$4,767
\$25-\$50 Million	6	\$1,748	\$2,450	\$4,750	\$3,164
\$50-\$100 Million	14	\$2,250	\$3,000	\$5,000	\$4,246
\$100-\$250 Million	8	\$4,000	\$4,167	\$5,000	\$4,561
Over \$250 Million	6	\$2,413	\$4,584	\$6,569	\$4,568

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



OFFICE MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	28	\$46,500	\$56,310	\$74,125	\$62,681
Eastern WA	8	\$46,250	\$64,000	\$77,625	\$61,271
Oregon	17	\$44,800	\$50,000	\$60,080	\$53,945
Idaho	10	\$43,650	\$55,004	\$65,000	\$54,724
Montana	6	\$44,713	\$51,520	\$56,250	\$51,148
All Regions	69	\$45,380	\$53,040	\$66,500	\$58,209

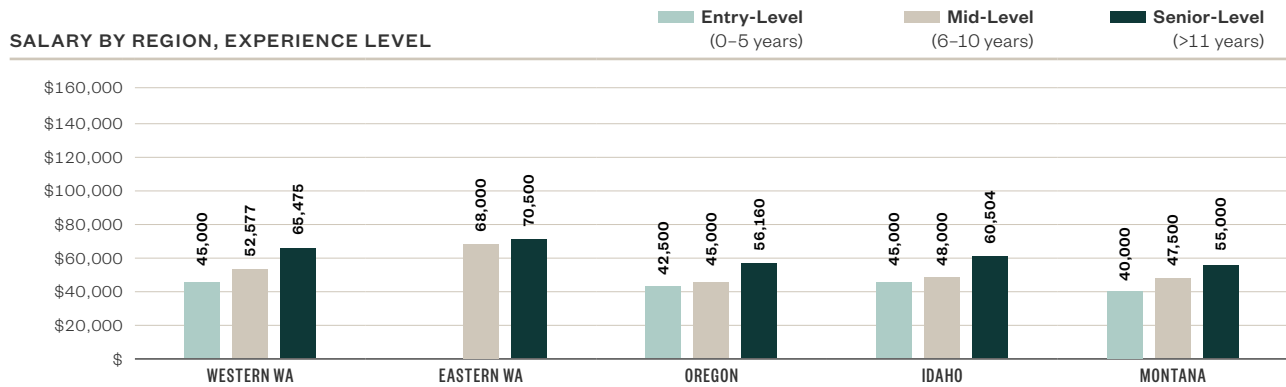
SALARY BY CONSTRUCTION TYPE					
Commercial	47	\$48,000	\$54,080	\$68,000	\$59,535
Heavy/Highway	10	\$45,283	\$52,500	\$66,250	\$55,588
Municipal/Utility	5	\$42,500	\$45,000	\$55,000	\$48,000
Residential	5	\$42,167	\$46,000	\$71,500	\$54,667
Other	-	-	-	-	-

SALARY BY CONTRACTOR TYPE					
General Contractor	46	\$49,328	\$57,689	\$68,500	\$59,935
Specialty Trade Contractor	16	\$44,500	\$49,500	\$63,750	\$56,388
Other	7	\$44,000	\$46,000	\$53,403	\$51,036

SALARY BY REVENUE					
Up to \$10 Million	17	\$43,925	\$47,400	\$51,520	\$49,350
\$10-\$25 Million	11	\$49,600	\$55,000	\$65,000	\$59,431
\$25-\$50 Million	13	\$40,000	\$45,000	\$52,500	\$46,177
\$50-\$100 Million	12	\$50,500	\$64,000	\$73,250	\$63,229
\$100-\$250 Million	9	\$54,609	\$70,000	\$78,250	\$70,135
Over \$250 Million	6	\$50,386	\$71,334	\$82,060	\$67,247

BONUS BY REVENUE					
Up to \$10 Million	11	\$750	\$1,500	\$4,000	\$2,695
\$10-\$25 Million	6	\$2,458	\$6,500	\$9,063	\$6,097
\$25-\$50 Million	7	\$1,500	\$3,000	\$5,000	\$6,757
\$50-\$100 Million	10	\$3,625	\$5,000	\$8,800	\$7,757
\$100-\$250 Million	10	\$3,750	\$5,000	\$8,500	\$6,850
Over \$250 Million	4	\$4,242	\$6,456	\$9,486	\$6,728

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



HUMAN RESOURCES MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	30	\$70,000	\$92,000	\$105,500	\$92,034
Eastern WA	11	\$41,600	\$60,000	\$70,000	\$58,073
Oregon	9	\$51,051	\$60,000	\$76,667	\$63,868
Idaho	13	\$42,600	\$60,000	\$65,834	\$57,490
Montana	6	\$51,670	\$58,375	\$79,600	\$65,296
All Regions	69	\$55,500	\$70,000	\$90,000	\$74,113

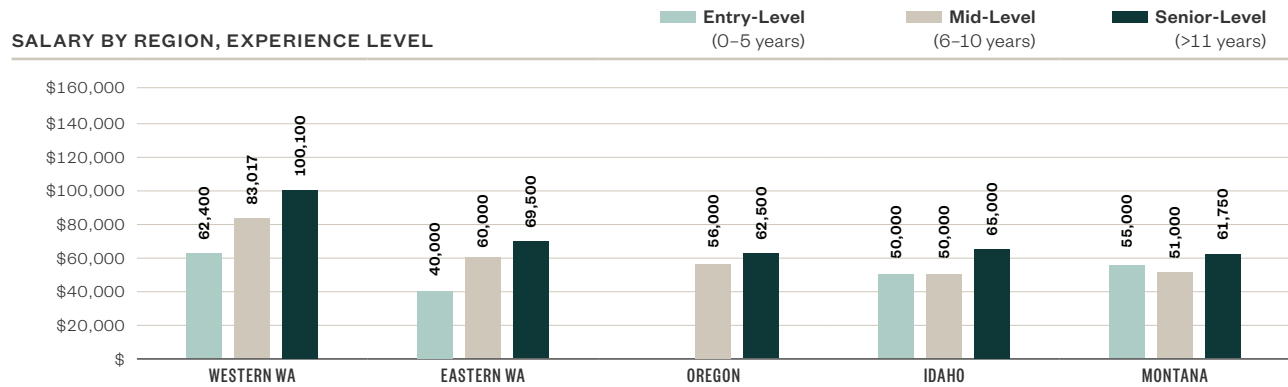
SALARY BY CONSTRUCTION TYPE					
Commercial	37	\$60,000	\$70,000	\$95,100	\$78,350
Heavy/Highway	18	\$49,026	\$60,875	\$79,550	\$64,042
Municipal/Utility	*	*	*	*	\$75,009
Residential	5	\$47,520	\$65,000	\$82,007	\$64,811
Other	6	\$66,005	\$85,000	\$104,250	\$85,503

SALARY BY CONTRACTOR TYPE					
General Contractor	45	\$60,000	\$70,000	\$92,000	\$75,612
Specialty Trade Contractor	18	\$43,680	\$65,000	\$90,875	\$70,591
Other	6	\$55,587	\$68,334	\$87,254	\$73,436

SALARY BY REVENUE					
Up to \$10 Million	6	\$37,500	\$45,000	\$56,250	\$46,389
\$10-\$25 Million	11	\$56,000	\$65,000	\$77,967	\$68,034
\$25-\$50 Million	15	\$52,226	\$56,707	\$70,000	\$59,886
\$50-\$100 Million	15	\$64,000	\$75,000	\$100,000	\$82,370
\$100-\$250 Million	14	\$65,000	\$74,167	\$101,150	\$79,931
Over \$250 Million	8	\$84,650	\$94,500	\$121,754	\$104,277

BONUS BY REVENUE					
Up to \$10 Million	*	*	*	*	\$3,128
\$10-\$25 Million	7	\$3,450	\$10,000	\$10,000	\$8,683
\$25-\$50 Million	11	\$2,750	\$3,250	\$5,000	\$5,968
\$50-\$100 Million	12	\$4,625	\$7,625	\$10,375	\$8,507
\$100-\$250 Million	13	\$4,000	\$5,333	\$9,500	\$9,692
Over \$250 Million	7	\$7,000	\$10,000	\$15,000	\$11,206

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ADMINISTRATIVE ASSISTANT

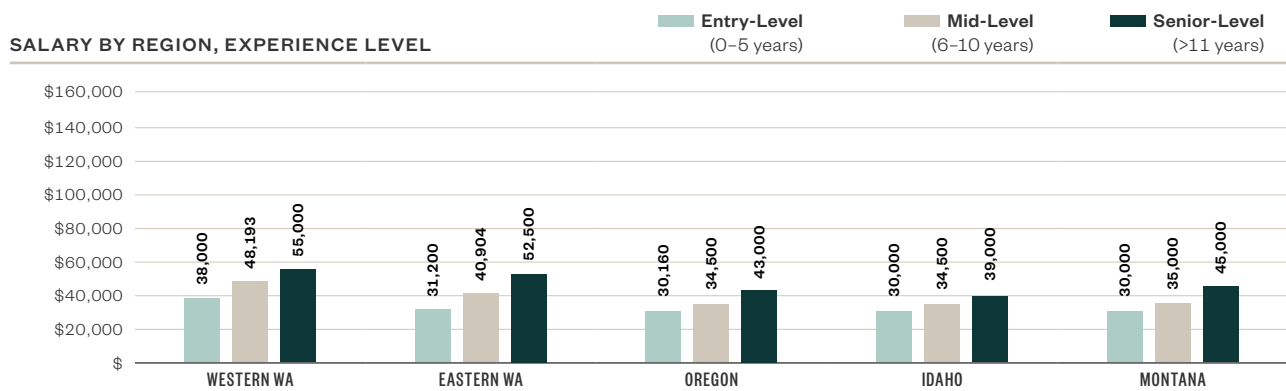
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	48	\$37,983	\$44,050	\$50,302	\$44,964
Eastern WA	17	\$31,350	\$35,000	\$42,387	\$38,267
Oregon	18	\$30,120	\$34,150	\$42,500	\$38,244
Idaho	13	\$30,500	\$34,000	\$38,594	\$34,597
Montana	7	\$27,040	\$30,000	\$44,200	\$34,963
All Regions	103	\$32,000	\$39,333	\$47,880	\$40,696

SALARY BY CONSTRUCTION TYPE					
Commercial	62	\$31,375	\$38,417	\$48,035	\$40,736
Heavy/Highway	20	\$32,000	\$41,550	\$49,915	\$41,414
Municipal/Utility	6	\$30,375	\$35,180	\$41,050	\$35,677
Residential	7	\$32,333	\$37,440	\$44,000	\$38,162
Other	8	\$33,187	\$45,550	\$56,530	\$44,579

SALARY BY CONTRACTOR TYPE					
General Contractor	62	\$33,750	\$41,550	\$50,000	\$42,225
Specialty Trade Contractor	29	\$30,500	\$33,333	\$44,239	\$38,128
Other	12	\$32,750	\$38,720	\$46,310	\$39,007

SALARY BY REVENUE					
Up to \$10 Million	16	\$28,250	\$33,667	\$35,250	\$32,639
\$10-\$25 Million	20	\$30,500	\$34,167	\$41,200	\$36,410
\$25-\$50 Million	24	\$31,050	\$37,440	\$42,000	\$37,816
\$50-\$100 Million	23	\$34,333	\$44,200	\$50,000	\$44,079
\$100-\$250 Million	11	\$40,000	\$41,500	\$48,500	\$42,979
Over \$250 Million	9	\$48,940	\$61,667	\$68,163	\$60,793

BONUS BY REVENUE					
Up to \$10 Million	10	\$433	\$1,000	\$1,750	\$1,376
\$10-\$25 Million	10	\$500	\$1,325	\$1,950	\$1,931
\$25-\$50 Million	17	\$838	\$1,500	\$2,250	\$2,397
\$50-\$100 Million	18	\$1,375	\$2,500	\$5,000	\$3,043
\$100-\$250 Million	10	\$1,713	\$3,000	\$4,500	\$3,268
Over \$250 Million	8	\$2,500	\$3,375	\$6,945	\$4,462





SECTION FIVE

Field Positions

SUPERINTENDENT

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

FOREMAN

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

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.

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

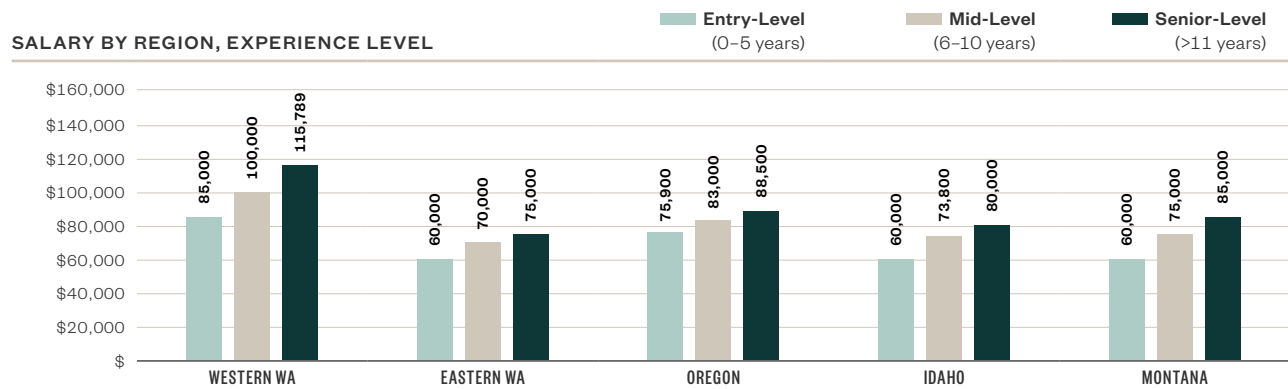
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	59	\$87,819	\$104,000	\$120,000	\$103,956
Eastern WA	26	\$62,292	\$70,000	\$80,000	\$74,320
Oregon	26	\$67,283	\$83,457	\$96,401	\$83,714
Idaho	18	\$65,000	\$72,367	\$83,125	\$74,615
Montana	13	\$64,834	\$76,500	\$83,333	\$78,020
All Regions	142	\$70,000	\$84,607	\$105,000	\$88,729

SALARY BY CONSTRUCTION TYPE					
Commercial	87	\$70,000	\$84,633	\$105,000	\$88,745
Heavy/Highway	31	\$70,000	\$77,480	\$106,667	\$87,594
Municipal/Utility	9	\$77,307	\$85,000	\$102,750	\$89,605
Residential	6	\$63,745	\$75,000	\$88,114	\$74,780
Other	9	\$87,926	\$93,333	\$120,000	\$100,916

SALARY BY CONTRACTOR TYPE					
General Contractor	98	\$70,000	\$85,435	\$104,594	\$88,678
Specialty Trade Contractor	33	\$69,417	\$78,333	\$110,182	\$89,835
Other	11	\$71,400	\$78,333	\$112,000	\$85,868

SALARY BY REVENUE					
Up to \$10 Million	31	\$60,000	\$70,000	\$79,000	\$72,416
\$10-\$25 Million	28	\$66,900	\$74,774	\$84,060	\$80,497
\$25-\$50 Million	33	\$77,907	\$89,981	\$103,250	\$92,018
\$50-\$100 Million	28	\$80,000	\$100,302	\$109,023	\$95,533
\$100-\$250 Million	14	\$79,250	\$105,000	\$122,298	\$103,667
Over \$250 Million	8	\$112,167	\$118,584	\$122,917	\$117,237

BONUS BY REVENUE					
Up to \$10 Million	20	\$3,375	\$7,575	\$13,125	\$9,049
\$10-\$25 Million	23	\$3,500	\$7,500	\$11,833	\$9,585
\$25-\$50 Million	25	\$4,071	\$8,500	\$10,500	\$10,016
\$50-\$100 Million	23	\$7,700	\$10,000	\$14,000	\$12,342
\$100-\$250 Million	13	\$8,000	\$10,833	\$19,583	\$13,418
Over \$250 Million	7	\$6,750	\$14,333	\$15,575	\$12,042



FOREMAN

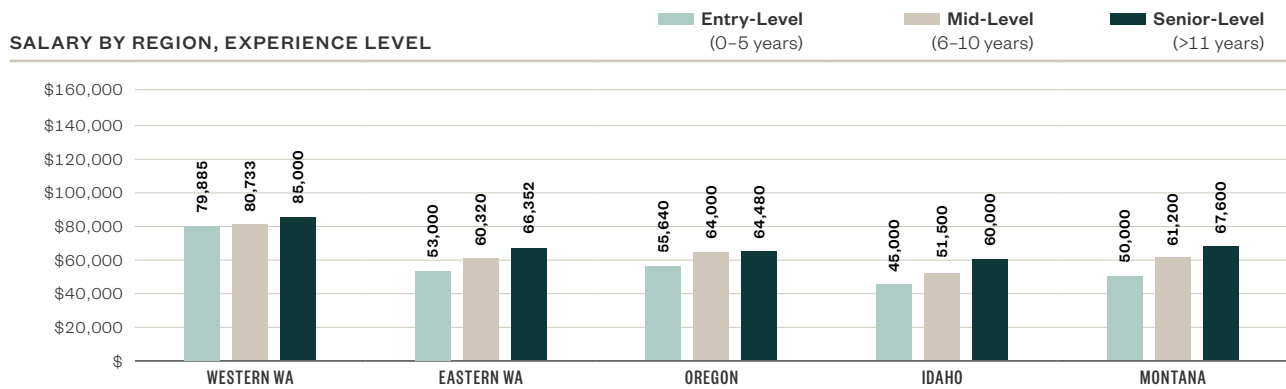
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	59	\$65,000	\$79,769	\$93,000	\$79,872
Eastern WA	23	\$58,333	\$60,360	\$66,352	\$64,472
Oregon	25	\$54,540	\$63,000	\$77,000	\$66,522
Idaho	18	\$48,018	\$51,834	\$66,250	\$55,906
Montana	11	\$50,000	\$60,000	\$70,000	\$60,522
All Regions	136	\$58,060	\$65,859	\$82,482	\$70,076

SALARY BY CONSTRUCTION TYPE					
Commercial	81	\$57,450	\$65,000	\$85,377	\$69,973
Heavy/Highway	27	\$62,400	\$70,000	\$90,000	\$73,711
Municipal/Utility	8	\$58,750	\$64,167	\$65,800	\$63,067
Residential	11	\$50,000	\$56,680	\$74,447	\$61,061
Other	9	\$70,334	\$78,000	\$82,973	\$77,357

SALARY BY CONTRACTOR TYPE					
General Contractor	89	\$58,510	\$68,000	\$81,734	\$70,035
Specialty Trade Contractor	35	\$54,080	\$62,000	\$91,333	\$70,800
Other	12	\$57,633	\$68,280	\$75,000	\$68,276

SALARY BY REVENUE					
Up to \$10 Million	33	\$51,667	\$60,000	\$64,167	\$60,509
\$10-\$25 Million	25	\$51,000	\$60,000	\$72,500	\$64,513
\$25-\$50 Million	34	\$59,950	\$70,000	\$85,237	\$73,471
\$50-\$100 Million	27	\$60,000	\$72,000	\$90,000	\$74,684
\$100-\$250 Million	12	\$71,250	\$87,295	\$98,333	\$84,271
Over \$250 Million	5	\$64,142	\$79,769	\$92,234	\$78,504

BONUS BY REVENUE					
Up to \$10 Million	16	\$1,625	\$5,000	\$10,542	\$5,903
\$10-\$25 Million	18	\$1,417	\$2,960	\$4,250	\$3,793
\$25-\$50 Million	23	\$2,000	\$4,000	\$7,000	\$4,502
\$50-\$100 Million	18	\$1,942	\$3,268	\$5,000	\$3,846
\$100-\$250 Million	7	\$1,100	\$2,667	\$4,833	\$3,133
Over \$250 Million	5	\$1,867	\$2,500	\$4,935	\$3,220



JOURNEYMAN / CRAFTSMAN

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	53	\$60,834	\$74,320	\$86,334	\$74,266
Eastern WA	21	\$45,262	\$50,000	\$58,572	\$54,440
Oregon	26	\$48,210	\$58,417	\$66,484	\$59,013
Idaho	17	\$43,267	\$46,667	\$57,834	\$49,609
Montana	8	\$45,417	\$49,234	\$58,283	\$49,958
All Regions	125	\$47,987	\$59,696	\$73,557	\$62,854

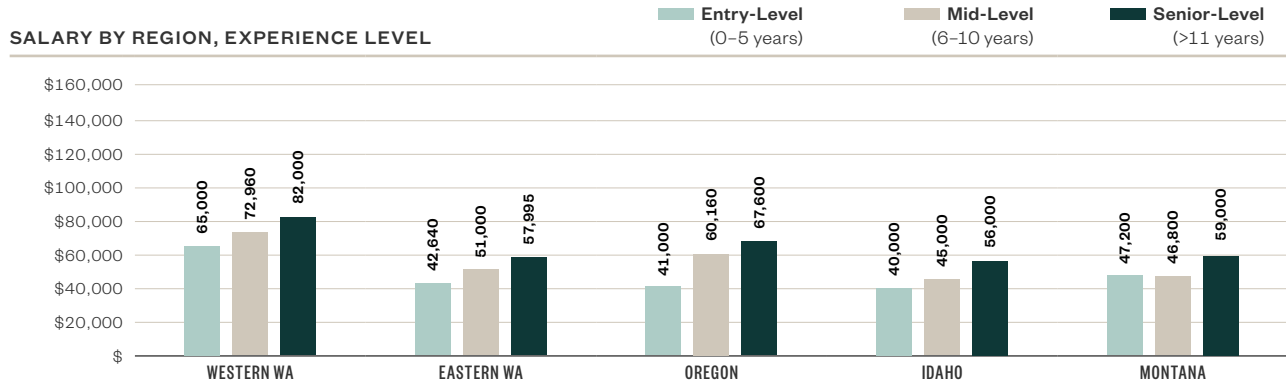
	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONSTRUCTION TYPE					
Commercial	81	\$47,837	\$60,000	\$81,754	\$64,444
Heavy/Highway	19	\$58,143	\$65,000	\$74,320	\$65,382
Municipal/Utility	9	\$41,707	\$50,000	\$59,167	\$50,801
Residential	9	\$44,340	\$54,080	\$58,022	\$51,616
Other	7	\$54,667	\$63,093	\$82,306	\$67,533

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY CONTRACTOR TYPE					
General Contractor	76	\$47,835	\$60,660	\$70,000	\$60,954
Specialty Trade Contractor	39	\$49,833	\$59,000	\$83,616	\$67,716
Other	10	\$45,920	\$56,290	\$72,500	\$58,329

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REVENUE					
Up to \$10 Million	33	\$45,759	\$51,667	\$62,034	\$55,744
\$10-\$25 Million	25	\$45,000	\$52,000	\$66,077	\$59,476
\$25-\$50 Million	31	\$55,800	\$59,696	\$75,667	\$65,528
\$50-\$100 Million	24	\$53,517	\$62,500	\$81,000	\$66,515
\$100-\$250 Million	10	\$60,192	\$75,160	\$91,290	\$74,575
Over \$250 Million	-	-	-	-	-

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
BONUS BY REVENUE					
Up to \$10 Million	13	\$742	\$1,067	\$2,000	\$1,272
\$10-\$25 Million	12	\$762	\$1,225	\$2,250	\$1,898
\$25-\$50 Million	16	\$567	\$1,710	\$3,458	\$2,665
\$50-\$100 Million	8	\$847	\$1,279	\$2,375	\$1,722
\$100-\$250 Million	5	\$517	\$767	\$3,917	\$1,927
Over \$250 Million	-	-	-	-	-

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



LABORER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
SALARY BY REGION					
Western WA	53	\$37,875	\$42,000	\$62,314	\$50,073
Eastern WA	26	\$32,760	\$39,427	\$47,460	\$40,302
Oregon	28	\$31,400	\$37,730	\$46,132	\$39,642
Idaho	18	\$29,230	\$33,667	\$42,333	\$35,581
Montana	11	\$34,967	\$38,267	\$52,000	\$41,782
All Regions	136	\$34,975	\$40,000	\$50,000	\$43,469

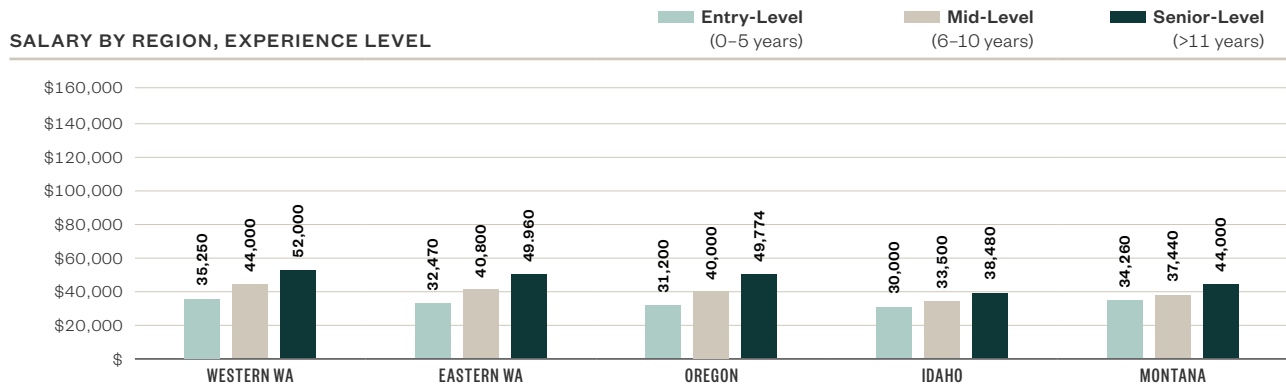
SALARY BY CONSTRUCTION TYPE					
Commercial	80	\$32,570	\$39,934	\$48,617	\$43,053
Heavy/Highway	24	\$37,455	\$50,800	\$55,000	\$49,162
Municipal/Utility	10	\$32,780	\$40,800	\$49,250	\$41,743
Residential	13	\$29,950	\$37,500	\$44,800	\$36,526
Other	9	\$33,000	\$40,000	\$54,194	\$43,927

SALARY BY CONTRACTOR TYPE					
General Contractor	88	\$35,520	\$41,085	\$52,000	\$44,838
Specialty Trade Contractor	36	\$30,300	\$37,750	\$45,500	\$40,341
Other	12	\$34,250	\$37,625	\$49,460	\$42,810

SALARY BY REVENUE					
Up to \$10 Million	40	\$31,650	\$36,027	\$43,190	\$39,278
\$10-\$25 Million	26	\$30,000	\$35,874	\$42,333	\$36,586
\$25-\$50 Million	33	\$36,200	\$45,000	\$55,000	\$47,771
\$50-\$100 Million	24	\$38,414	\$43,605	\$51,885	\$46,373
\$100-\$250 Million	9	\$40,214	\$48,810	\$66,917	\$52,072
Over \$250 Million	4	\$42,020	\$56,314	\$75,157	\$57,830

BONUS BY REVENUE					
Up to \$10 Million	14	\$450	\$817	\$2,042	\$1,171
\$10-\$25 Million	13	\$467	\$700	\$1,584	\$935
\$25-\$50 Million	14	\$479	\$834	\$1,500	\$1,413
\$50-\$100 Million	7	\$747	\$1,000	\$2,000	\$1,365
\$100-\$250 Million	4	\$517	\$1,534	\$2,688	\$1,579
Over \$250 Million	*	*	*	*	\$1,510

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



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