

# CONSTRUCTION INDUSTRY Salary Report



2019

- Northwest
- Washington
- Oregon
- Idaho
- Montana

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# NAVIGATE THE FUTURE

The Northwest construction industry is booming as companies throughout the region continue to seize opportunities for growth and development. With industry changes and a potential economic recession on the horizon, however, construction companies will need to strategically plan their trajectories to maintain a competitive advantage.

In the last year, many Northwest businesses have continued to benefit from relative economic stability as well as prosperous construction and real estate markets. These trends, along with motivation to retain high-performing employees, have led to hiring increases, upsurges in employee and executive-leadership bonuses and compensation, and backlogs into upcoming years.

Moving forward, Northwest construction companies can remain competitive by keeping pace with changing economic developments, industry trends, and technology demands. Updating existing technology or implementing new software will likely prove beneficial—helping companies accommodate demand increases, fulfill mobilization efforts, and incorporate additional training opportunities.

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 and support your efforts 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 Despite Worker Shortages

BY KEN SIMONSON, CHIEF ECONOMIST, AGC OF AMERICA

Population and economic growth in the Northwest continue to outpace the nation. However, both trends have noticeably slowed nationally, and contractors in the region are likely to feel the effects in 2020.

#### Population Growth

In the year ending on June 30, 2018, the US population increased by just over 0.6%, the slowest pace since the 1930s.\* Growth in the Northwest slowed markedly from the year before but remained well above the US rate.

For example, Idaho—the fastest-growing state in 2017, with a 2.14% growth rate—slipped to second place, but still experienced a 2.05% population increase, which is more than triple the national rate. Washington, the sixth-fastest growing state, had a 1.5% gain, down from 1.8% the previous year. Oregon ranked eleventh in 2018, with a 1.1% rise, versus a 2017 increase of 1.4%. Montana's growth rate slowed from 1.2% to 0.9%.

Rapid population growth is positive for many types of construction if the growth is associated with increased income. That's because increases in residents adds to demand for both single- and multi-family housing, retail and consumer services, schools and other public facilities. Additionally, newcomers' jobs and spending generate state and local government revenue that can cover the costs of additional public projects.

These rapid population increases are partially due to exodus from California, where out-migration has increased as housing prices, commuting times, and business costs have steadily risen. As a result, Northwest states should continue to experience above-average population growth rates—if living costs and job opportunities remain competitive.

#### Employment Trends

For several years, national construction employment has risen more rapidly than overall employment—and even more so in the Northwest. But gains have slowed as contractors face increasing competition for workers.

#### Hiring Shortages

States across the Northwest have experienced worker shortages in 2018 and 2019. Idaho had the most extreme downturn in construction employment, from a 9.7% increase between August 2017 and August 2018 to a 0.8% decline a year later. Montana went from a 5.1% gain to a 2.1% loss of construction jobs. In Oregon, construction employment rose 6.3% in the earlier period and 4.2% in the last 12 months. In Washington, the gains slowed from 6.8% to 3.6%.

In all of these states, the hiring slowdown is likely partially due to contractors' inability to find qualified workers rather than a decrease in demand. In an AGC of America survey released in late August 2019, 96% of the 116 respondents who listed Washington as their primary state reported that their firms expect to hire hourly craft workers in the next 12 months, including 75% who expect to hire for expansion. However, four out of five firms said they were having trouble filling hourly craft positions.

Similarly, 91% of Oregon respondents said their firms expect to hire, but 87% reported having difficulty. In Idaho, 86% expected to hire craft workers, but 83% were having difficulty doing so. There were too few responses from Montana-based contractors to report them separately.

## Economic Growth

As in past years, economic growth in the region has generally exceeded that of the nation, and construction has contributed to, and benefited from, that growth.

From the first quarter of 2018 to the first quarter of 2019, gross domestic product (GDP)—the sum of all goods and services produced in the country—increased by 5.1% in the United States. Three of the states covered in this report exceeded the national rate:

- Washington, 6.9% growth
- Oregon, 5.4% growth
- Idaho, 5.9% growth

The 4.1% GDP growth rate in Montana didn't match the national rate, but was still strong enough to generate plenty of demand for construction.

## Industry Growth

In each of these states—and in the United States as a whole—construction grew more rapidly than the overall economy. Nationally, construction's value increased by 7.2% from the first quarter of 2018 to the first quarter of 2019. The comparable industry growth percentages for Northwest states were as follows:

- Washington, 8.4%
- Oregon, 8.5%
- Idaho, 6.5%
- Montana, 7.3%

## Looking Forward

Survey data shows that construction-industry growth is still increasing more rapidly than the overall economy in Northwest states and more rapidly than US economic growth as a whole. But growth is likely to slow in 2020, as the US economy slows and as contractors face an ever-tighter labor market.

\*The US Census Bureau reports state population as of July 1, 2019, late in December, so the 2019 estimate isn't available as of this writing.

# ECONOMIC IMPACT OF CONSTRUCTION

	WASHINGTON	OREGON	IDAHO	MONTANA	U.S.
<b>GROSS DOMESTIC PRODUCT (GDP)</b>					
<i>Value of all goods and services produced (\$ Billion)</i>					
Total GDP	\$563	\$239	\$77	\$49	\$20,600
GDP from Construction	\$24.3	\$11.1	\$5.1	\$2.9	\$840
%GDP from Construction	4.3%	4.6%	6.7%	5.9%	4.1%

## WAGES & SALARIES

*(\$ Billion)*

Construction	\$14.1	\$6.5	\$2.1	\$1.5	\$468
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## NONRESIDENTIAL SPENDING

*(\$ Billion)*

Private	\$7.6	\$3.8	\$1.3	\$0.845	\$461
Public	\$10.4	\$3.7	\$1.1	\$1.1	\$301
<b>Total</b>	<b>\$18.0</b>	<b>\$7.5</b>	<b>\$2.4</b>	<b>\$1.9</b>	<b>\$761</b>

## RESIDENTIAL SPENDING

*(\$ Billion)*

Private	-	-	-	-	\$540*
Public	-	-	-	-	\$7
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$546</b>

## NONRESIDENTIAL STARTS

*(\$ Billion)*

Building and heavy/civil	\$12.5	\$6.1	\$1.9	\$1.5	-
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[ - ] Totals are not available for residential or federal construction spending

\*\$290 billion single family, \$60 billion multifamily, \$190 billion improvements

Source: Ken Simonson, Chief Economist, AGC of America, ken.simonson@agc.org, from Bureau of Economic Analysis (GDP); Census Bureau (spending, small business); ConstructConnect (starts); Bureau of Labor Statistics (jobs, pay, occupations); AGC (rankings, workforce survey). October 10, 2019

In some instances, data provided on pages 4 and 5 of this report is rounded to the nearest whole number. This may create inaccuracies in totals if data is included in a mathematical operation.



	WASHINGTON	OREGON	IDAHO	MONTANA	U.S.
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**CONSTRUCTION EMPLOYMENT**  
(Seasonally Adjusted)

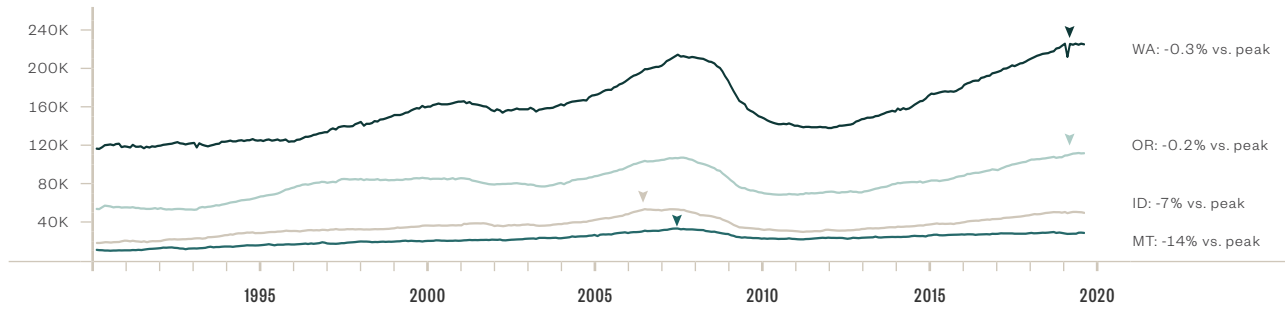
Workers employed (August 2019)	222,300	110,000	49,400	28,500	7,500,000
% change from previous year (August 2018)	3.6%	4.2%	(0.8%)	(2.1%)	2.4%
Peak employment	Jul. 2019	Jul. 2019	Jun. 2006	Jun. 2007	Apr. 2006
% change from peak	(0.3%)	(0.2%)	(7%)	(14%)	(3%)

**CONSTRUCTION UNEMPLOYMENT**

Firms that reported difficulty filling hourly craft worker positions	80%	87%	83%	-	78%
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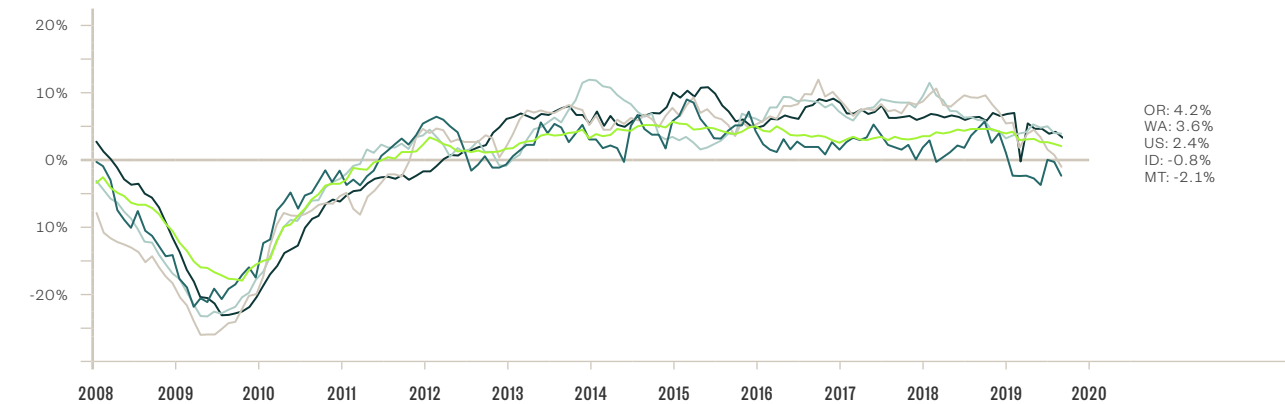
**Construction Employment**  
January 1990–August 2019

WASHINGTON OREGON IDAHO MONTANA



**Year over Year Construction Employment Change**  
January 2008–August 2019

WASHINGTON OREGON IDAHO MONTANA US





## SECTION ONE

# Metrics, Strategies, Benefits & Perquisites

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# RESPONDENTS

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M
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## LOCATION OF OPERATIONS

Western WA	14	11	7	11	6
Eastern WA	17	10	4	3	1
Oregon	7	3	2	3	2
Idaho	5	4	1	1	1
Montana	4	3	1	1	0
<b>All Regions</b>	<b>47</b>	<b>31</b>	<b>15</b>	<b>19</b>	<b>10</b>

## Companies that are a UNION SHOP

	17%	23%	40%	68%	80%
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[ - ] No respondents

# COMPENSATION TRENDS

Companies that use the following

## SALARY STRATEGIES

Base Plus COLA	37%	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	27%	A range of pay rates, from minimum to maximum, set for a specific pay grade, plus a cost of living adjustment.
Cash Incentives	40%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	73%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	79%	An incentive pay plan that awards employees additional compensation for achieving individual or group performance and productivity goals.
Specialization or Skill Based	51%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	38%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/Union Contract	38%	The agreement or contract sets wages, hours and other terms and conditions of employment for an agreed-upon period of time.

Average WAGE CHANGE TREND	CURRENT YEAR			NEXT YEAR PROJECTED		
	Decreased	Flat	Increased	Decrease	Flat	Increase
Western WA	2%	4%	94%	-	7%	93%
Eastern WA	-	17%	83%	-	18%	82%
Oregon	-	19%	81%	-	13%	87%
Idaho	-	8%	92%	-	20%	80%
Montana	-	22%	78%	-	33%	67%

Average WAGE INCREASE/DECREASE	CURRENT YEAR		NEXT YEAR PROJECTED	
	Management	Nonmanagement	Management	Nonmanagement
Up to \$25 Million	5.3%	6.6%	3.8%	4.4%
\$25-\$50 Million	4.2%	6.1%	3.0%	4.7%
\$50-\$100 Million	6.5%	4.7%	3.4%	3.7%
\$100-\$250 Million	4.8%	4.5%	3.8%	4.0%
Over \$250 Million	4.6%	3.9%	3.6%	3.3%

[ - ] No respondents

# PERQUISITES

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

## COMPANY CAR

All employment levels	9%	16%	-	6%	-	8%
Management only	52%	61%	73%	83%	80%	65%
Nonmanagement only	13%	-	-	-	-	5%

Companies that provide a

## CAR ALLOWANCE

All employment levels	4%	3%	7%	-	10%	4%
Management only	21%	32%	53%	63%	70%	39%
Nonmanagement only	4%	3%	-	11%	20%	6%

### AVERAGE MONTHLY car allowance

Management	\$472	\$495	\$647	\$638	\$725	\$584
Nonmanagement	\$295	\$500	\$500	\$463	\$587	\$447

Companies that provide

## MILEAGE REIMBURSEMENT

All employment levels	47%	55%	73%	63%	80%	57%
Management only	9%	13%	20%	5%	-	10%
Nonmanagement only	17%	23%	7%	32%	20%	20%

Companies that provide a

## COMPANY CELL PHONE

All employment levels	47%	35%	13%	26%	20%	34%
Management only	34%	61%	80%	53%	60%	52%
Nonmanagement only	6%	-	-	5%	-	3%

Companies that provide a

## CELL PHONE ALLOWANCE

All employment levels	19%	6%	-	-	20%	11%
Management only	15%	35%	67%	37%	50%	33%
Nonmanagement only	11%	6%	-	11%	-	7%



ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that pay</i>						
<b>PROFESSIONAL DUES</b>						
All employment levels	30%	29%	20%	42%	60%	<b>33%</b>
Management only	23%	35%	67%	47%	30%	<b>36%</b>
Nonmanagement only	2%	-	-	-	-	<b>1%</b>
<i>Companies that provide</i>						
<b>PAID JURY DUTY</b>						
All employment levels	21%	29%	53%	53%	80%	<b>37%</b>
Management only	17%	19%	27%	16%	-	<b>17%</b>
Nonmanagement only	2%	-	-	-	-	<b>1%</b>

[ - ] No respondents

# PAID TIME OFF & HOLIDAYS

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

## PAID TIME OFF

All employment levels		89%	87%	93%	89%	100%	90%	
Management only		9%	6%	7%	11%	-	7%	
<b>DAYS of paid time off</b>								
Management	Years of Service	<1	7	7	9	13	10	8
		1+	10	10	14	16	14	12
		5+	14	15	17	20	19	16
		10+	17	19	22	22	21	19
		15+	20	21	22	25	25	21
Nonmanagement	Years of Service	<1	4	6	8	10	8	7
		1+	8	9	12	14	13	10
		5+	12	14	17	17	18	15
		10+	14	18	20	21	20	17
		15+	16	18	21	24	22	19

Companies that offer

## PAID HOLIDAYS

All employment levels		55%	61%	80%	84%	100%	68%
Management only		26%	29%	20%	11%	-	21%
<b>AVERAGE paid holidays per year</b>							
Management		7	7	8	7	9	7
Nonmanagement		7	7	7	7	8	7

[ - ] No respondents

# INSURANCE BENEFITS

ANNUAL REVENUE		< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
<i>Companies that are</i> <b>SELF-INSURED FOR MEDICAL</b>		19%	26%	27%	37%	40%	26%
<i>Companies that offer</i> <b>HEALTH INSURANCE</b>							
Management		89%	100%	100%	100%	100%	96%
Nonmanagement		87%	100%	100%	95%	100%	94%
<b>PORTION PAID</b>							
Management	Employee Costs	87%	95%	95%	94%	94%	92%
	Dependent Costs	42%	40%	49%	66%	83%	54%
Nonmanagement	Employee Costs	82%	95%	88%	93%	94%	89%
	Dependent Costs	36%	36%	47%	67%	83%	51%
<i>Companies that offer</i> <b>DENTAL INSURANCE</b>							
Management		77%	97%	93%	100%	100%	89%
Nonmanagement		79%	97%	93%	95%	100%	89%
<b>PORTION PAID</b>							
Management	Employee Costs	89%	94%	91%	90%	89%	91%
	Dependent Costs	49%	46%	61%	78%	83%	61%
Nonmanagement	Employee Costs	78%	91%	90%	89%	89%	86%
	Dependent Costs	43%	43%	65%	75%	83%	59%
<i>Companies that offer</i> <b>VISION INSURANCE</b>							
Management		70%	83%	80%	100%	100%	82%
Nonmanagement		70%	83%	80%	89%	100%	80%
<b>PORTION PAID</b>							
Management	Employee Costs	80%	91%	96%	94%	97%	90%
	Dependent Costs	40%	48%	56%	68%	88%	57%
Nonmanagement	Employee Costs	78%	91%	96%	94%	97%	89%
	Dependent Costs	36%	48%	61%	69%	88%	56%
<i>Companies that offer</i> <b>DISABILITY INSURANCE</b>							
Management		40%	77%	93%	87%	100%	68%
Nonmanagement		38%	63%	87%	74%	100%	61%
<b>PORTION PAID</b>							
Management	Employee Costs	84%	92%	90%	91%	97%	91%
	Dependent Costs	41%	34%	37%	70%	69%	48%
Nonmanagement	Employee Costs	83%	92%	90%	90%	97%	91%
	Dependent Costs	40%	33%	40%	75%	69%	45%



# RETIREMENT BENEFITS

<i>Companies that offer the following</i> <b>RETIREMENT BENEFITS</b>	Management	Nonmanagement
401(k) Plan	93%	87%
Profit Sharing Plan	52%	41%
Union Pension	10%	35%
Deferred Compensation Plan	20%	17%

ANNUAL REVENUE	< \$25M	\$25M-\$50M	\$50M-\$100M	\$100M-\$250M	> \$250M	ALL
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*Companies that offer a*  
**401(K) PLAN**

Management	87%	90%	100%	100%	100%	<b>93%</b>
Nonmanagement	79%	87%	100%	95%	90%	<b>87%</b>
<b>CONTRIBUTION MATCHING</b>						
Companies that offer contribution matching	83%	82%	80%	84%	100%	<b>84%</b>
Maximum percent of annual salary that companies match	3.7%	4.7%	3.6%	5.1%	3.7%	<b>4.1%</b>



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15 **PRESIDENT**

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16 **CHIEF FINANCIAL OFFICER**

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17 **VICE PRESIDENT**

**SECTION TWO**

# Executive Positions



# PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	43	\$150,000	\$203,000	\$265,000	\$224,536
Eastern WA	28	\$101,000	\$127,390	\$173,576	\$138,174
Oregon	15	\$120,000	\$208,000	\$250,000	\$201,716
Idaho	10	\$77,700	\$105,000	\$135,000	\$116,610
Montana	8	\$110,000	\$150,000	\$163,875	\$143,163
<b>All Firms</b>	<b>104</b>	<b>\$120,000</b>	<b>\$167,450</b>	<b>\$438,750</b>	<b>\$181,356</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	67	\$115,000	\$156,800	\$250,000	\$178,606
Heavy & Highway	22	\$120,000	\$172,852	\$228,750	\$187,288
Residential	9	\$149,250	\$203,000	\$237,500	\$213,833
Other	6	\$119,000	\$142,500	\$166,988	\$141,608

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	63	\$120,000	\$156,000	\$225,000	\$193,005
Specialty Trade Contractor	37	\$117,600	\$180,000	\$255,000	\$198,738
Other	6	\$132,150	\$168,425	\$277,250	\$211,408

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	41	\$109,600	\$125,000	\$175,100	\$147,341
\$25-\$50 Million	27	\$115,000	\$150,000	\$208,000	\$164,737
\$50-\$100 Million	14	\$137,445	\$219,500	\$317,911	\$281,557
\$100-\$250 Million	16	\$175,250	\$212,500	\$258,750	\$227,900
Over \$250 Million	8	\$209,250	\$260,000	\$333,750	\$338,000

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	21	\$20,000	\$50,000	\$190,000	\$113,360
\$25-\$50 Million	13	\$37,500	\$60,000	\$85,000	\$128,231
\$50-\$100 Million	9	\$25,000	\$61,652	\$190,000	\$103,517
\$100-\$250 Million	11	\$35,000	\$75,000	\$195,000	\$144,227
Over \$250 Million	8	\$62,500	\$125,000	\$275,000	\$247,750

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

# CHIEF FINANCIAL OFFICER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	24	\$151,529	\$171,875	\$225,000	\$192,915
Eastern WA	9	\$100,000	\$130,600	\$151,472	\$127,729
Oregon	6	\$109,800	\$151,500	\$182,500	\$152,033
Idaho	-	-	-	-	-
Montana	*	*	*	*	\$114,967
<b>All Firms</b>	<b>42</b>	<b>\$125,987</b>	<b>\$158,059</b>	<b>\$180,535</b>	<b>\$167,538</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	29	\$114,000	\$152,943	\$178,571	\$158,346
Heavy/Highway	9	\$128,908	\$140,000	\$253,000	\$192,868
Residential	*	*	*	*	\$169,583
Other	-	-	-	-	-

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	26	\$129,454	\$150,000	\$171,250	\$161,920
Specialty Trade Contractor	15	\$110,000	\$163,000	\$230,000	\$173,863
Other	-	-	-	-	-

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	6	\$89,000	\$118,508	\$138,750	\$118,003
\$25-\$50 Million	12	\$110,000	\$135,000	\$159,736	\$146,641
\$50-\$100 Million	7	\$150,000	\$180,000	\$200,000	\$182,441
\$100-\$250 Million	12	\$131,700	\$158,059	\$178,750	\$158,301
Over \$250 Million	6	\$166,650	\$245,000	\$312,500	\$253,700

## BONUS BY REVENUE

Up to \$25 Million	*	*	*	*	\$100,000
\$25-\$50 Million	8	\$13,625	\$40,000	\$116,000	\$60,625
\$50-\$100 Million	7	\$15,000	\$20,000	\$130,000	\$73,571
\$100-\$250 Million	11	\$23,000	\$55,000	\$110,000	\$75,091
Over \$250 Million	5	\$61,000	\$100,000	\$259,375	\$148,150

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

# VICE PRESIDENT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	31	\$150,000	\$175,000	\$200,000	\$176,235
Eastern WA	20	\$100,625	\$123,504	\$150,000	\$122,780
Oregon	10	\$131,250	\$170,700	\$194,767	\$171,267
Idaho	7	\$75,000	\$78,600	\$100,000	\$85,514
Montana	6	\$84,675	\$105,000	\$141,250	\$112,317
<b>All Firms</b>	<b>74</b>	<b>\$104,000</b>	<b>\$150,000</b>	<b>\$175,250</b>	<b>\$147,352</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	50	\$107,150	\$148,892	\$175,000	\$142,767
Heavy/Highway	13	\$112,000	\$160,000	\$195,000	\$174,466
Residential	5	\$105,000	\$160,000	\$214,000	\$159,600
Other	6	\$81,000	\$106,500	\$166,988	\$116,608

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	45	\$104,000	\$147,784	\$175,000	\$148,586
Specialty Trade Contractor	24	\$105,500	\$150,000	\$182,250	\$145,519
Other	5	\$114,300	\$156,000	\$170,325	\$145,050

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	23	\$90,000	\$120,000	\$162,650	\$124,775
\$25-\$50 Million	21	\$100,000	\$115,000	\$173,500	\$136,312
\$50-\$100 Million	11	\$115,000	\$166,017	\$183,000	\$156,113
\$100-\$250 Million	12	\$138,196	\$162,500	\$195,000	\$165,104
Over \$250 Million	7	\$156,000	\$175,000	\$230,000	\$210,457

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	14	\$10,000	\$45,000	\$98,750	\$73,875
\$25-\$50 Million	10	\$17,500	\$45,000	\$62,500	\$43,100
\$50-\$100 Million	8	\$25,000	\$48,807	\$140,000	\$92,202
\$100-\$250 Million	9	\$32,000	\$75,000	\$146,500	\$109,556
Over \$250 Million	7	\$47,000	\$100,000	\$150,000	\$113,250

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



## SECTION THREE

# Technical Management Positions

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### 19 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.

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### 20 SAFETY DIRECTOR

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

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### 21 PROJECT MANAGER

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

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### 22 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.

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### 23 ESTIMATOR

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



# CONSTRUCTION MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	23	\$103,000	\$125,000	\$150,000	\$131,828
Eastern WA	9	\$78,500	\$105,602	\$118,189	\$99,589
Oregon	11	\$82,000	\$142,000	\$171,621	\$131,924
Idaho	8	\$67,500	\$77,634	\$95,000	\$81,596
Montana	*	*	*	*	\$90,333
<b>All Firms</b>	<b>54</b>	<b>\$89,500</b>	<b>\$110,160</b>	<b>\$142,787</b>	<b>\$116,727</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	30	\$88,250	\$111,151	\$144,000	\$117,010
Heavy/Highway	15	\$85,000	\$110,320	\$145,146	\$117,042
Residential	7	\$95,000	\$113,600	\$155,000	\$121,050
Other	-	-	-	-	-

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	34	\$94,000	\$115,150	\$146,360	\$118,492
Specialty Trade Contractor	16	\$74,000	\$103,500	\$160,300	\$116,369
Other	*	*	*	*	\$100,783

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	14	\$63,750	\$85,000	\$104,252	\$91,290
\$25-\$50 Million	14	\$98,750	\$107,000	\$134,063	\$120,580
\$50-\$100 Million	9	\$87,500	\$135,000	\$146,000	\$120,800
\$100-\$250 Million	12	\$102,580	\$120,000	\$147,500	\$127,470
Over \$250 Million	5	\$95,134	\$150,000	\$190,000	\$144,053

## BONUS BY REVENUE

Up to \$25 Million	11	\$8,000	\$20,000	\$54,000	\$27,227
\$25-\$50 Million	11	\$10,000	\$32,000	\$50,000	\$39,487
\$50-\$100 Million	8	\$8,875	\$14,250	\$53,705	\$28,612
\$100-\$250 Million	11	\$9,100	\$10,000	\$30,000	\$18,870
Over \$250 Million	5	\$14,084	\$30,000	\$116,000	\$58,033

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

# SAFETY DIRECTOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	32	\$85,000	\$97,500	\$113,300	\$100,534
Eastern WA	17	\$56,892	\$81,750	\$89,000	\$75,798
Oregon	12	\$77,500	\$99,162	\$126,250	\$98,492
Idaho	8	\$66,250	\$79,300	\$83,750	\$75,450
Montana	4	\$75,000	\$77,800	\$83,900	\$78,900
<b>All Firms</b>	<b>73</b>	<b>\$75,000</b>	<b>\$85,000</b>	<b>\$107,400</b>	<b>\$90,504</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	46	\$76,450	\$92,327	\$110,000	\$91,812
Heavy/Highway	19	\$75,000	\$85,000	\$91,000	\$89,396
Residential	4	\$65,160	\$81,500	\$115,750	\$87,470
Other	4	\$55,000	\$85,000	\$111,250	\$83,750

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	49	\$77,500	\$85,000	\$110,000	\$91,419
Specialty Trade Contractor	21	\$60,940	\$86,000	\$103,500	\$89,173
Other	*	*	*	*	\$84,867

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	14	\$58,500	\$85,000	\$90,415	\$79,967
\$25-\$50 Million	22	\$61,410	\$80,000	\$91,913	\$77,014
\$50-\$100 Million	11	\$75,000	\$85,000	\$110,000	\$89,123
\$100-\$250 Million	17	\$87,500	\$95,410	\$126,051	\$107,354
Over \$250 Million	9	\$88,375	\$110,000	\$127,500	\$109,728

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	8	\$1,942	\$4,250	\$5,875	\$4,407
\$25-\$50 Million	11	\$3,000	\$5,000	\$5,000	\$4,277
\$50-\$100 Million	10	\$4,500	\$9,150	\$17,500	\$12,230
\$100-\$250 Million	17	\$8,050	\$10,000	\$14,750	\$16,894
Over \$250 Million	9	\$10,875	\$13,750	\$25,000	\$16,722

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

# PROJECT MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	45	\$94,167	\$105,000	\$117,850	\$107,430
Eastern WA	32	\$71,167	\$87,875	\$97,591	\$82,591
Oregon	15	\$85,000	\$91,667	\$120,000	\$98,521
Idaho	11	\$65,000	\$77,500	\$87,500	\$76,576
Montana	7	\$80,000	\$80,000	\$82,333	\$81,286
<b>All Firms</b>	<b>110</b>	<b>\$80,000</b>	<b>\$92,337</b>	<b>\$105,750</b>	<b>\$94,240</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	70	\$80,625	\$95,000	\$108,250	\$94,053
Heavy/Highway	26	\$80,561	\$89,167	\$101,250	\$95,475
Residential	8	\$78,125	\$88,750	\$110,047	\$91,402
Other	6	\$79,375	\$91,503	\$106,450	\$94,851

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	70	\$81,687	\$93,346	\$112,858	\$95,731
Specialty Trade Contractor	33	\$75,417	\$91,667	\$104,000	\$92,562
Other	7	\$73,500	\$91,000	\$100,000	\$87,246

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	37	\$69,357	\$88,000	\$100,834	\$86,499
\$25-\$50 Million	30	\$79,375	\$88,083	\$97,000	\$87,936
\$50-\$100 Million	15	\$85,000	\$100,000	\$116,808	\$103,308
\$100-\$250 Million	18	\$85,000	\$101,667	\$120,605	\$106,931
Over \$250 Million	10	\$91,250	\$110,850	\$118,025	\$105,350

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	26	\$5,375	\$9,643	\$15,750	\$15,355
\$25-\$50 Million	20	\$8,437	\$10,000	\$21,000	\$17,073
\$50-\$100 Million	13	\$9,000	\$12,500	\$23,750	\$20,412
\$100-\$250 Million	18	\$6,659	\$15,417	\$20,400	\$16,300
Over \$250 Million	10	\$15,375	\$22,367	\$29,500	\$21,507

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

# PROJECT ENGINEER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	39	\$64,000	\$70,000	\$80,000	\$71,599
Eastern WA	16	\$56,000	\$62,500	\$78,728	\$65,873
Oregon	10	\$64,000	\$76,500	\$82,738	\$75,011
Idaho	7	\$54,600	\$55,000	\$70,000	\$58,871
Montana	5	\$55,000	\$69,253	\$80,000	\$67,851
<b>All Firms</b>	<b>77</b>	<b>\$59,718</b>	<b>\$68,000</b>	<b>\$79,580</b>	<b>\$69,452</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	47	\$60,000	\$66,567	\$79,000	\$69,070
Heavy/Highway	21	\$55,000	\$66,500	\$78,000	\$66,975
Residential	5	\$68,875	\$82,411	\$92,500	\$81,032
Other	4	\$66,335	\$73,669	\$77,375	\$72,460

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	53	\$59,718	\$66,667	\$79,080	\$68,343
Specialty Trade Contractor	18	\$58,250	\$65,500	\$78,125	\$70,757
Other	6	\$64,650	\$75,694	\$86,000	\$75,331

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	17	\$58,718	\$70,338	\$78,750	\$69,372
\$25-\$50 Million	19	\$55,000	\$60,000	\$83,000	\$66,922
\$50-\$100 Million	14	\$59,750	\$65,000	\$81,000	\$69,507
\$100-\$250 Million	18	\$65,000	\$70,000	\$79,040	\$71,706
Over \$250 Million	9	\$59,500	\$70,000	\$79,680	\$70,347

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	11	\$2,600	\$6,424	\$10,000	\$6,116
\$25-\$50 Million	11	\$2,500	\$4,000	\$6,667	\$5,682
\$50-\$100 Million	12	\$3,988	\$6,250	\$9,500	\$8,180
\$100-\$250 Million	18	\$4,275	\$6,250	\$7,979	\$6,511
Over \$250 Million	9	\$5,000	\$5,500	\$9,533	\$7,026

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

# ESTIMATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	34	\$84,500	\$97,334	\$119,750	\$106,825
Eastern WA	23	\$74,168	\$85,000	\$93,600	\$83,032
Oregon	12	\$58,840	\$84,167	\$107,753	\$85,680
Idaho	10	\$68,352	\$74,250	\$85,350	\$77,554
Montana	6	\$82,285	\$86,500	\$100,000	\$92,857
<b>All Firms</b>	<b>85</b>	<b>\$77,550</b>	<b>\$88,000</b>	<b>\$100,595</b>	<b>\$92,972</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	55	\$74,168	\$85,000	\$100,000	\$89,836
Heavy/Highway	22	\$79,500	\$88,006	\$98,236	\$98,236
Residential	*	*	*	*	\$96,533
Other	5	\$79,167	\$87,500	\$132,500	\$102,167

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	51	\$81,640	\$89,400	\$105,000	\$97,876
Specialty Trade Contractor	32	\$72,333	\$83,100	\$98,375	\$83,974
Other	-	-	-	-	-

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	28	\$64,750	\$84,100	\$91,500	\$81,369
\$25-\$50 Million	23	\$75,000	\$85,000	\$97,250	\$90,173
\$50-\$100 Million	10	\$83,250	\$100,000	\$132,094	\$117,818
\$100-\$250 Million	15	\$85,000	\$95,000	\$110,337	\$103,597
Over \$250 Million	9	\$77,500	\$85,000	\$108,334	\$90,911

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	20	\$5,000	\$10,500	\$26,125	\$17,363
\$25-\$50 Million	15	\$5,500	\$10,000	\$22,000	\$18,061
\$50-\$100 Million	8	\$4,813	\$9,000	\$10,750	\$8,250
\$100-\$250 Million	15	\$7,500	\$10,800	\$15,833	\$12,324
Over \$250 Million	9	\$6,250	\$11,167	\$17,375	\$12,954

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



## SECTION FOUR

# Finance & Administrative Positions

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### 25 CONTROLLER

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

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### 26 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

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### 27 PAYABLES / RECEIVABLES / PAYROLL CLERK

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

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### 28 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.

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### 29 CONTRACTS ADMINISTRATOR

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

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### 30 OFFICE MANAGER

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

---

### 31 HUMAN RESOURCES MANAGER

Manages hiring and staffing and oversees implementation of company policies.

---

### 32 ADMINISTRATIVE ASSISTANT

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



# CONTROLLER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	29	\$94,670	\$110,000	\$122,100	\$109,570
Eastern WA	20	\$68,750	\$87,510	\$108,548	\$87,425
Oregon	11	\$66,000	\$123,600	\$132,000	\$101,621
Idaho	8	\$71,250	\$78,900	\$105,000	\$84,350
Montana	6	\$77,250	\$82,850	\$85,000	\$81,450
<b>All Firms</b>	<b>74</b>	<b>\$75,000</b>	<b>\$94,670</b>	<b>\$120,000</b>	<b>\$97,397</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	50	\$75,000	\$100,000	\$120,000	\$99,041
Heavy/Highway	15	\$75,000	\$82,500	\$110,000	\$92,445
Residential	6	\$65,375	\$102,500	\$123,750	\$97,050
Other	*	*	*	*	\$95,446

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	45	\$75,000	\$90,000	\$119,250	\$94,682
Specialty Trade Contractor	23	\$82,000	\$100,000	\$120,000	\$101,805
Other	6	\$82,100	\$97,170	\$122,000	\$100,857

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	25	\$70,360	\$82,000	\$97,500	\$81,931
\$25-\$50 Million	20	\$76,000	\$90,760	\$106,000	\$89,735
\$50-\$100 Million	10	\$99,450	\$120,000	\$130,000	\$116,130
\$100-\$250 Million	13	\$92,900	\$124,200	\$132,500	\$114,052
Over \$250 Million	6	\$92,250	\$122,700	\$141,500	\$120,067

## BONUS BY REVENUE

Up to \$25 Million	16	\$4,375	\$10,000	\$14,250	\$12,583
\$25-\$50 Million	14	\$5,375	\$12,500	\$24,790	\$23,159
\$50-\$100 Million	8	\$7,350	\$9,500	\$25,000	\$15,650
\$100-\$250 Million	13	\$9,300	\$18,000	\$31,000	\$19,354
Over \$250 Million	6	\$24,375	\$33,000	\$42,500	\$32,250

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

# ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	25	\$60,000	\$70,000	\$79,650	\$70,746
Eastern WA	8	\$57,120	\$62,100	\$69,145	\$63,449
Oregon	6	\$63,013	\$67,500	\$76,999	\$71,174
Idaho	-	-	-	-	-
Montana	*	*	*	*	\$54,667
<b>All Firms</b>	<b>44</b>	<b>\$60,000</b>	<b>\$66,978</b>	<b>\$75,000</b>	<b>\$68,269</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	28	\$60,000	\$65,000	\$75,000	\$66,599
Heavy/Highway	8	\$54,050	\$67,978	\$71,219	\$66,022
Residential	6	\$61,750	\$70,000	\$89,750	\$74,889
Other	-	-	-	-	-

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	29	\$60,000	\$66,955	\$75,900	\$68,490
Specialty Trade Contractor	11	\$55,000	\$65,000	\$71,667	\$64,538
Other	4	\$58,370	\$75,000	\$85,000	\$72,790

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	9	\$55,580	\$60,000	\$72,500	\$62,004
\$25-\$50 Million	10	\$52,538	\$60,000	\$65,500	\$60,493
\$50-\$100 Million	8	\$64,250	\$68,000	\$77,500	\$69,520
\$100-\$250 Million	11	\$63,333	\$71,667	\$82,500	\$72,452
Over \$250 Million	6	\$64,800	\$70,000	\$99,496	\$78,532

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	4	\$3,500	\$5,500	\$6,000	\$5,000
\$25-\$50 Million	8	\$2,625	\$7,525	\$15,000	\$10,256
\$50-\$100 Million	4	\$3,875	\$5,500	\$10,125	\$6,500
\$100-\$250 Million	11	\$4,000	\$5,000	\$10,000	\$6,782
Over \$250 Million	6	\$4,750	\$6,750	\$15,375	\$10,500

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

# PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	41	\$49,960	\$54,000	\$60,000	\$55,492
Eastern WA	27	\$37,400	\$42,000	\$47,840	\$43,718
Oregon	14	\$45,000	\$50,886	\$61,500	\$53,151
Idaho	9	\$39,550	\$45,000	\$50,000	\$45,397
Montana	5	\$42,250	\$46,700	\$56,420	\$48,808
<b>All Firms</b>	<b>96</b>	<b>\$44,996</b>	<b>\$49,975</b>	<b>\$55,000</b>	<b>\$50,545</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	62	\$45,000	\$50,000	\$55,750	\$50,958
Heavy/Highway	22	\$40,813	\$46,600	\$55,000	\$48,686
Residential	6	\$44,824	\$50,290	\$57,750	\$51,646
Other	6	\$43,750	\$50,960	\$61,250	\$51,987

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	57	\$40,600	\$48,000	\$55,000	\$49,584
Specialty Trade Contractor	33	\$45,000	\$50,000	\$54,500	\$51,738
Other	6	\$45,313	\$52,000	\$62,100	\$53,108

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	27	\$41,600	\$47,840	\$53,000	\$48,931
\$25-\$50 Million	28	\$38,250	\$48,392	\$55,000	\$48,328
\$50-\$100 Million	15	\$45,000	\$55,000	\$60,500	\$52,865
\$100-\$250 Million	18	\$47,505	\$50,000	\$54,250	\$52,375
Over \$250 Million	8	\$45,063	\$51,500	\$67,150	\$55,281

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	20	\$1,500	\$2,000	\$4,000	\$2,739
\$25-\$50 Million	19	\$1,500	\$2,000	\$5,000	\$3,499
\$50-\$100 Million	12	\$3,000	\$4,125	\$6,975	\$4,746
\$100-\$250 Million	16	\$3,000	\$3,800	\$6,843	\$4,971
Over \$250 Million	8	\$1,375	\$6,125	\$7,500	\$5,344

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

# BUSINESS DEVELOPMENT MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
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Salary by

## REGION

Western WA	22	\$83,750	\$120,000	\$142,750	\$120,194
Eastern WA	8	\$44,800	\$63,000	\$90,881	\$66,983
Oregon	*	*	*	*	\$123,043
Idaho	-	-	-	-	-
Montana	-	-	-	-	-
<b>All Firms</b>	<b>36</b>	<b>\$68,354</b>	<b>\$106,250</b>	<b>\$133,375</b>	<b>\$105,846</b>

Salary by

## CONSTRUCTION TYPE

Commercial	26	\$64,500	\$94,381	\$123,625	\$100,710
Heavy/Highway	4	\$74,500	\$120,500	\$185,250	\$126,750
Residential	*	*	*	*	\$120,000
Other	*	*	*	*	\$108,333

Salary by

## CONTRACTOR TYPE

General Contractor	24	\$68,354	\$97,500	\$126,875	\$102,092
Specialty Trade Contractor	10	\$65,000	\$117,500	\$148,500	\$114,150
Other	-	-	-	-	-

Salary by

## REVENUE

Up to \$25 Million	9	\$51,501	\$65,000	\$109,381	\$85,651
\$25-\$50 Million	7	\$88,000	\$116,000	\$150,000	\$119,857
\$50-\$100 Million	6	\$72,813	\$103,750	\$126,750	\$101,820
\$100-\$250 Million	9	\$74,000	\$120,000	\$154,000	\$115,554
Over \$250 Million	5	\$82,600	\$120,000	\$132,250	\$109,940

## BONUS BY REVENUE

Up to \$25 Million	3	\$1,000	\$5,000	\$10,422	\$5,481
\$25-\$50 Million	5	\$2,250	\$12,000	\$45,000	\$21,300
\$50-\$100 Million	5	\$5,000	\$5,000	\$13,750	\$8,500
\$100-\$250 Million	8	\$6,250	\$12,900	\$31,953	\$23,863
Over \$250 Million	5	\$9,375	\$24,750	\$45,000	\$26,700

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

# CONTRACTS ADMINISTRATOR

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	31	\$52,000	\$64,580	\$77,000	\$64,918
Eastern WA	15	\$38,896	\$44,750	\$54,075	\$48,462
Oregon	4	\$42,000	\$48,978	\$67,029	\$52,669
Idaho	8	\$42,500	\$53,750	\$60,000	\$52,753
Montana	*	*	*	*	\$60,333
<b>All Firms</b>	<b>61</b>	<b>\$43,375</b>	<b>\$55,000</b>	<b>\$70,035</b>	<b>\$58,248</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	37	\$43,375	\$54,075	\$67,175	\$56,337
Heavy/Highway	18	\$39,364	\$56,250	\$68,375	\$57,085
Residential	-	-	-	-	-
Other	4	\$43,000	\$73,267	\$98,634	\$71,634

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	39	\$44,750	\$57,500	\$65,000	\$57,442
Specialty Trade Contractor	19	\$42,000	\$52,000	\$74,000	\$57,527
Other	*	*	*	*	\$73,278

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	11	\$41,600	\$50,000	\$70,720	\$56,059
\$25-\$50 Million	20	\$39,640	\$51,000	\$62,408	\$52,485
\$50-\$100 Million	12	\$44,813	\$65,750	\$77,250	\$65,420
\$100-\$250 Million	11	\$47,840	\$55,955	\$80,000	\$60,199
Over \$250 Million	7	\$55,000	\$64,580	\$69,350	\$62,786

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	8	\$2,125	\$4,500	\$8,152	\$6,851
\$25-\$50 Million	11	\$1,000	\$2,500	\$4,748	\$4,988
\$50-\$100 Million	9	\$3,750	\$5,000	\$10,250	\$10,011
\$100-\$250 Million	9	\$2,625	\$4,000	\$8,500	\$5,613
Over \$250 Million	7	\$5,000	\$5,000	\$7,750	\$6,571

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

# OFFICE MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	20	\$55,000	\$65,000	\$81,000	\$68,362
Eastern WA	12	\$51,000	\$58,500	\$73,250	\$60,873
Oregon	12	\$61,250	\$70,000	\$85,072	\$73,444
Idaho	6	\$34,250	\$44,760	\$63,750	\$48,587
Montana	4	\$40,000	\$43,150	\$49,075	\$44,075
<b>All Firms</b>	<b>54</b>	<b>\$49,400</b>	<b>\$64,750</b>	<b>\$75,000</b>	<b>\$63,831</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	30	\$53,000	\$63,250	\$71,790	\$63,595
Heavy/Highway	17	\$44,250	\$60,000	\$73,500	\$60,909
Residential	5	\$53,000	\$75,000	\$86,290	\$70,716
Other	-	-	-	-	-

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	39	\$45,000	\$60,000	\$70,720	\$60,498
Specialty Trade Contractor	15	\$55,000	\$70,000	\$89,180	\$72,496
Other	-	-	-	-	-

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	18	\$41,200	\$55,000	\$70,180	\$57,709
\$25-\$50 Million	11	\$40,000	\$54,080	\$75,000	\$59,191
\$50-\$100 Million	10	\$54,325	\$65,000	\$77,000	\$68,210
\$100-\$250 Million	9	\$55,500	\$68,000	\$86,500	\$71,389
Over \$250 Million	6	\$62,500	\$72,500	\$83,550	\$72,067

## BONUS BY REVENUE

Up to \$25 Million	13	\$1,750	\$5,000	\$5,000	\$5,400
\$25-\$50 Million	5	\$2,000	\$4,300	\$5,000	\$3,660
\$50-\$100 Million	8	\$5,125	\$9,350	\$14,000	\$9,150
\$100-\$250 Million	8	\$4,250	\$7,750	\$8,161	\$7,433
Over \$250 Million	5	\$5,000	\$7,500	\$12,500	\$8,500

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



# HUMAN RESOURCES MANAGER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	26	\$59,625	\$88,500	\$101,500	\$87,536
Eastern WA	13	\$53,892	\$70,000	\$80,000	\$68,132
Oregon	11	\$60,000	\$75,000	\$113,250	\$91,858
Idaho	5	\$48,240	\$60,000	\$85,000	\$65,296
Montana	4	\$52,750	\$60,000	\$76,700	\$63,150
<b>All Firms</b>	<b>59</b>	<b>\$56,000</b>	<b>\$75,000</b>	<b>\$91,520</b>	<b>\$80,528</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	35	\$55,000	\$73,000	\$95,000	\$80,009
Heavy/Highway	14	\$58,000	\$76,511	\$87,750	\$84,113
Residential	7	\$55,000	\$65,000	\$91,000	\$75,469
Other	*	*	*	*	\$81,667

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	40	\$55,250	\$72,500	\$90,250	\$79,219
Specialty Trade Contractor	15	\$60,000	\$73,000	\$91,520	\$81,827
Other	4	\$61,250	\$90,000	\$115,000	\$88,750

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	10	\$43,750	\$53,000	\$79,497	\$60,810
\$25-\$50 Million	18	\$54,770	\$60,940	\$76,250	\$65,986
\$50-\$100 Million	9	\$59,504	\$80,000	\$93,750	\$83,612
\$100-\$250 Million	13	\$72,679	\$88,000	\$146,700	\$108,043
Over \$250 Million	9	\$65,750	\$91,000	\$109,625	\$88,694

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	7	\$3,500	\$5,000	\$5,000	\$4,929
\$25-\$50 Million	10	\$2,725	\$3,374	\$4,250	\$4,875
\$50-\$100 Million	7	\$5,000	\$8,000	\$14,000	\$9,143
\$100-\$250 Million	13	\$5,000	\$8,000	\$32,500	\$19,585
Over \$250 Million	9	\$6,000	\$9,000	\$20,500	\$12,611

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

# ADMINISTRATIVE ASSISTANT

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	37	\$39,750	\$46,500	\$54,290	\$47,236
Eastern WA	24	\$33,000	\$35,180	\$41,200	\$37,050
Oregon	14	\$39,360	\$45,000	\$66,500	\$49,343
Idaho	9	\$34,140	\$40,000	\$45,760	\$39,639
Montana	*	*	*	*	\$33,947
<b>All Firms</b>	<b>87</b>	<b>\$35,000</b>	<b>\$42,000</b>	<b>\$49,950</b>	<b>\$43,521</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	58	\$34,830	\$42,000	\$49,963	\$43,781
Heavy/Highway	17	\$34,140	\$39,000	\$43,747	\$39,701
Residential	8	\$45,233	\$49,250	\$63,250	\$51,929
Other	4	\$22,428	\$45,000	\$50,000	\$39,160

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	56	\$33,580	\$40,000	\$49,988	\$43,082
Specialty Trade Contractor	27	\$37,000	\$45,000	\$50,000	\$45,300
Other	4	\$22,912	\$43,744	\$46,315	\$37,657

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	27	\$30,000	\$39,000	\$45,760	\$40,390
\$25-\$50 Million	24	\$33,875	\$39,750	\$45,983	\$40,850
\$50-\$100 Million	14	\$40,950	\$45,755	\$52,125	\$47,323
\$100-\$250 Million	14	\$38,625	\$49,000	\$57,685	\$50,003
Over \$250 Million	8	\$36,250	\$45,000	\$48,609	\$44,102

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	16	\$775	\$1,000	\$2,500	\$1,844
\$25-\$50 Million	14	\$800	\$1,500	\$2,625	\$1,944
\$50-\$100 Million	11	\$1,825	\$3,000	\$5,000	\$3,130
\$100-\$250 Million	12	\$2,775	\$4,000	\$8,750	\$5,047
Over \$250 Million	8	\$2,000	\$2,500	\$3,000	\$2,750

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



## SECTION FIVE

# Field Positions



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### 34 SUPERINTENDENT

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

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### 35 FOREMAN

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

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### 36 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.

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### 37 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
<i>Salary by</i>					
<b>REGION</b>					
Western WA	42	\$94,610	\$110,000	\$121,000	\$110,151
Eastern WA	20	\$80,000	\$86,266	\$105,019	\$89,745
Oregon	11	\$76,360	\$100,000	\$120,667	\$97,570
Idaho	12	\$62,750	\$71,844	\$77,100	\$71,382
Montana	7	\$72,000	\$75,000	\$85,000	\$79,186
<b>All Firms</b>	<b>92</b>	<b>\$78,500</b>	<b>\$93,720</b>	<b>\$114,250</b>	<b>\$96,798</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	59	\$76,360	\$97,000	\$118,560	\$98,810
Heavy/Highway	21	\$80,000	\$88,333	\$103,846	\$94,309
Residential	6	\$78,725	\$100,000	\$110,557	\$95,803
Other	6	\$76,468	\$85,000	\$98,750	\$86,715

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	63	\$77,500	\$95,000	\$112,100	\$95,620
Specialty Trade Contractor	23	\$78,000	\$90,000	\$130,000	\$102,305
Other	6	\$79,193	\$81,900	\$102,083	\$88,054

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	26	\$65,000	\$78,180	\$96,250	\$82,969
\$25-\$50 Million	24	\$75,625	\$85,500	\$100,000	\$90,233
\$50-\$100 Million	15	\$83,300	\$100,000	\$120,000	\$105,668
\$100-\$250 Million	18	\$93,625	\$108,093	\$116,494	\$107,152
Over \$250 Million	9	\$106,050	\$120,667	\$133,083	\$118,765

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	17	\$3,875	\$6,000	\$12,500	\$9,222
\$25-\$50 Million	16	\$5,083	\$12,000	\$28,750	\$19,980
\$50-\$100 Million	12	\$8,667	\$11,200	\$15,188	\$15,523
\$100-\$250 Million	16	\$8,000	\$11,500	\$16,868	\$12,106
Over \$250 Million	9	\$10,000	\$28,167	\$35,500	\$23,009

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

# FOREMAN

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	39	\$83,000	\$100,000	\$109,340	\$97,876
Eastern WA	25	\$60,000	\$70,000	\$82,934	\$73,124
Oregon	15	\$68,890	\$84,000	\$90,000	\$84,980
Idaho	12	\$50,065	\$55,580	\$63,830	\$57,113
Montana	8	\$63,250	\$66,450	\$70,000	\$66,863
<b>All Firms</b>	<b>99</b>	<b>\$65,000</b>	<b>\$80,000</b>	<b>\$100,000</b>	<b>\$82,224</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	64	\$64,500	\$81,434	\$102,095	\$82,926
Heavy/Highway	25	\$65,361	\$80,200	\$100,000	\$84,097
Residential	5	\$60,620	\$70,000	\$82,141	\$71,104
Other	5	\$62,500	\$75,000	\$87,500	\$75,000

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	65	\$63,500	\$76,750	\$89,720	\$78,513
Specialty Trade Contractor	32	\$70,125	\$87,500	\$109,255	\$91,143
Other	-	-	-	-	-

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	33	\$56,180	\$71,820	\$100,000	\$80,900
\$25-\$50 Million	28	\$62,930	\$72,500	\$84,550	\$75,770
\$50-\$100 Million	14	\$66,005	\$76,500	\$102,284	\$82,473
\$100-\$250 Million	16	\$74,136	\$85,967	\$100,375	\$88,646
Over \$250 Million	8	\$81,900	\$94,370	\$108,384	\$97,001

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	18	\$2,275	\$5,000	\$6,125	\$5,314
\$25-\$50 Million	16	\$1,625	\$4,500	\$9,175	\$5,326
\$50-\$100 Million	10	\$2,250	\$3,825	\$7,000	\$5,225
\$100-\$250 Million	10	\$2,842	\$3,500	\$5,000	\$3,937
Over \$250 Million	7	\$2,500	\$5,000	\$16,717	\$9,095

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

# JOURNEYMAN / CRAFTSMAN

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	36	\$68,625	\$87,500	\$100,000	\$86,692
Eastern WA	28	\$51,213	\$59,120	\$67,656	\$62,078
Oregon	15	\$50,000	\$62,221	\$80,000	\$62,253
Idaho	10	\$42,605	\$48,900	\$55,250	\$48,014
Montana	6	\$54,250	\$55,500	\$59,880	\$56,920
<b>All Firms</b>	<b>95</b>	<b>\$54,000</b>	<b>\$65,000</b>	<b>\$85,000</b>	<b>\$69,627</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	62	\$53,500	\$65,510	\$90,000	\$69,423
Heavy/Highway	24	\$55,000	\$64,262	\$84,500	\$72,409
Residential	5	\$38,482	\$58,000	\$59,800	\$50,913
Other	*	*	*	*	\$79,490

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	59	\$54,600	\$63,000	\$80,000	\$68,121
Specialty Trade Contractor	33	\$52,500	\$70,000	\$92,466	\$72,745
Other	*	*	*	*	\$66,900

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	34	\$50,713	\$58,000	\$90,000	\$66,461
\$25-\$50 Million	25	\$52,000	\$63,000	\$80,000	\$65,722
\$50-\$100 Million	13	\$55,000	\$60,000	\$77,391	\$67,365
\$100-\$250 Million	17	\$62,872	\$80,000	\$95,667	\$79,618
Over \$250 Million	6	\$70,000	\$81,646	\$93,966	\$80,430

## BONUS BY REVENUE

Up to \$25 Million	13	\$1,000	\$2,000	\$3,100	\$2,185
\$25-\$50 Million	11	\$725	\$2,500	\$3,000	\$2,678
\$50-\$100 Million	6	\$1,667	\$2,560	\$4,000	\$2,853
\$100-\$250 Million	6	\$1,375	\$1,821	\$2,625	\$1,940
Over \$250 Million	*	*	*	*	\$3,933

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

# LABORER

	COUNT	1ST QUARTILE	MEDIAN	3RD QUARTILE	AVERAGE
<i>Salary by</i>					
<b>REGION</b>					
Western WA	38	\$43,260	\$54,374	\$77,506	\$60,118
Eastern WA	26	\$37,330	\$47,460	\$60,000	\$48,738
Oregon	15	\$38,000	\$52,000	\$60,000	\$49,024
Idaho	12	\$30,180	\$34,400	\$39,240	\$35,278
Montana	8	\$38,293	\$45,000	\$52,500	\$45,605
<b>All Firms</b>	<b>99</b>	<b>\$38,000</b>	<b>\$47,800</b>	<b>\$60,000</b>	<b>\$51,265</b>

<i>Salary by</i>					
<b>CONSTRUCTION TYPE</b>					
Commercial	60	\$37,440	\$48,067	\$60,000	\$50,731
Heavy/Highway	25	\$41,840	\$50,613	\$65,500	\$55,583
Residential	9	\$37,700	\$41,860	\$50,825	\$43,630
Other	5	\$42,050	\$50,000	\$57,500	\$49,820

<i>Salary by</i>					
<b>CONTRACTOR TYPE</b>					
General Contractor	64	\$37,440	\$48,860	\$60,926	\$51,307
Specialty Trade Contractor	29	\$40,417	\$52,000	\$60,507	\$52,678
Other	6	\$40,440	\$42,840	\$48,738	\$43,982

<i>Salary by</i>					
<b>REVENUE</b>					
Up to \$25 Million	38	\$37,150	\$44,340	\$60,000	\$49,707
\$25-\$50 Million	27	\$37,000	\$45,000	\$55,000	\$46,666
\$50-\$100 Million	14	\$40,950	\$48,860	\$70,197	\$55,145
\$100-\$250 Million	16	\$42,510	\$57,950	\$74,375	\$59,003
Over \$250 Million	4	\$42,500	\$53,934	\$61,267	\$52,567

<b>BONUS BY REVENUE</b>					
Up to \$25 Million	15	\$950	\$2,000	\$2,000	\$1,818
\$25-\$50 Million	12	\$612	\$1,000	\$2,500	\$2,043
\$50-\$100 Million	6	\$1,668	\$2,125	\$5,000	\$2,879
\$100-\$250 Million	6	\$938	\$1,516	\$2,000	\$1,575
Over \$250 Million	-	-	-	-	-

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



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