

# CONSTRUCTION INDUSTRY Salary Report

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2021



Though many uncertainties construction companies faced at the height of the COVID-19 pandemic have since waned, the existing labor shortage greatly exacerbated. In addition to rising industry retirement rates, construction companies must also contend with the barriers to attract top talent. While these issues aren't new, certain factors heighten these problems and make the need for a comprehensive salary and benefits strategy more important than ever.

Construction union strikes in certain regions highlight the clear emphasis construction professionals place on competitive benefits and paid time off beyond just cash and wage increases. Vaccine mandates at the state and federal level, however, could also limit worker availability in talent pools.

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

This year's report expands to provide insights into companies in the Pacific Northwest, Idaho, Montana, various regions of California, and other participating locations—delivering broad insight into the construction industry. In previous years, we provided multiple reports by region but combined participating regions this year into one cohesive report. The streamlined presentation provides a seamless reading experience to help you identify key areas of concern. As Moss Adams expands our footprint, we're excited to include insight from participants nationwide and look forward to continuing to tap into these far-reaching resources to better serve our clients.

As companies work to attract talent, it's important to consider how you position your business and potentially incorporate broader messaging and communications that can help evolve and challenge perceptions professionals may have of the industry.

Highlighting the environmentally conscious work of a company, interaction with and development of technologies, opportunities for continued education and training, and overall value proposition could help attract professionals with preconceived notions of the industry as simply work sites and physical labor.

We hope this report will help guide your business decisions to stay ahead of change, maintain competitive advantages, and support your efforts to grow and prosper.



**ELAINE ERVIN**

National Practice Leader,  
Moss Adams Construction

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# Introduction

## US CONSTRUCTION OUTLOOK

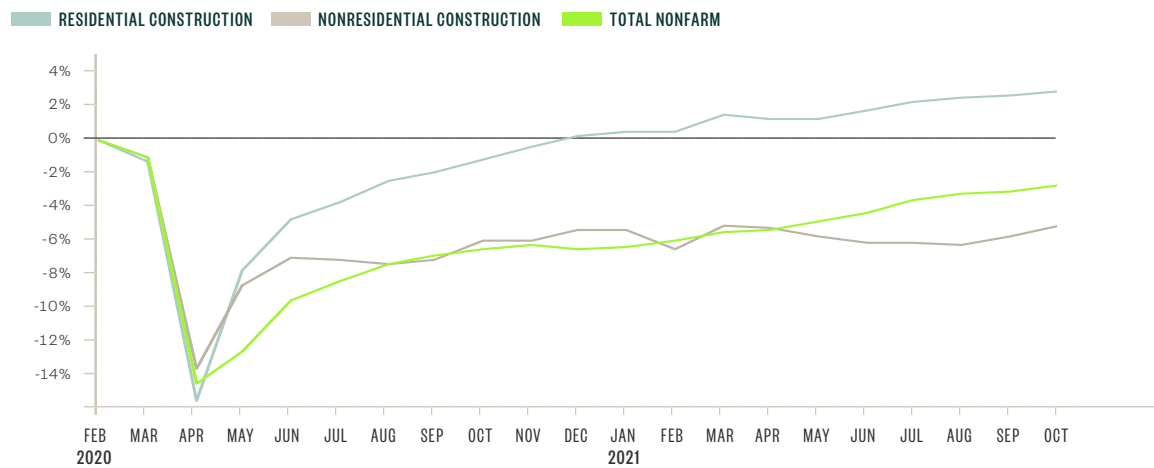
### Pandemic Impacts, Policy Initiatives, Project Implications

By Ken Simonson, Chief Economist, AGC of America

The construction industry ended 2021 with a multitude of challenges involving workers, materials, and projects. While the industry appears headed for a more successful year overall in 2022, improvement may be uneven and many problems could persist.

At the outset of the COVID-19 pandemic, the industry showed unusual uniformity. Between February and April 2020, the sector lost 1.1 million employees, nearly half as many as in the five-year downturn from 2006 to 2011. Employment plunged by 14% to 16% in both residential and nonresidential construction firms, similar to the 15% decline in total nonfarm payroll employment.

**FIGURE 1: Total Nonfarm and Construction Employment**  
Cumulative change (seasonally adjusted), February 2020–October 2021



At first, the rebound in employment was also similar between the two subsectors. By May 2020, stop-work orders on nonresidential projects expired and contractors quickly applied for, and received, Paycheck Protection Program loans that enabled them to recall furloughed employees. Families rushed to buy, expand, and remodel homes, leading to a surge in hiring by homebuilders and residential specialty trade contractors.

Residential construction employment climbed at a steady rate, surpassing its February peak by December 2020 and continuing to increase nearly every month in 2021. But employment in nonresidential construction—building, specialty trades, and heavy and civil engineering construction—stalled.

From June 2020 to August 2021, employment in residential building and specialty trade firms increased by 216,000, or nearly 8%, while nonresidential construction employment



rose by only 33,000, or less than 1%. Nonresidential employment fell for each of the last five months in that span.

The turnaround appears to be underway at last. Nonresidential firms added 59,000 jobs in September and October combined, and employers signaled they're eager to hire more workers. In a survey of its members that the Associated General Contractors (AGC) of America released on September 2, 2021, 74% of the more than 2,100 respondents reported they expect their firms to increase headcount in the next 12 months. That's quite a contrast to the 34% whose firms reduced headcount in the previous 12 months. Collectively, AGC members do every type of construction other than single-family.

However, adding workers won't be easy. Ninety percent of the firms that employee craft workers reported having an opening, and 89% of those firms reported difficulty filling one or more positions. Similarly, 62% of the firms had an opening for salaried workers, and 86% of those firms reported difficulty.

For each of the 21 specific crafts included in the AGC survey, more than 70% of the firms trying to fill that position had trouble doing so. Among the 11 salaried positions, project manager/supervisor and estimating personnel were the hardest openings to fill.

These percentages were the highest in the nine-year history of the AGC survey. Furthermore, the results varied little by region, unlike past years, when firms in the South and West were more likely than those in the Northeast or Midwest to seek workers and experience problems filling positions.

A longer and broader perspective, but with the same message, comes from the Bureau of Labor Statistics' monthly Job Openings and Labor Turnover Survey (JOLTS). The bureau reported that job openings in the overall construction industry at the end of August totaled 344,000, a jump of 94,000 or 38% from a year earlier and the highest August total since JOLTS began in 2000.

It may seem surprising that there are so many unfilled jobs when there were still 239,000 fewer employees working in nonresidential construction employment in October 2021 than in the pre-pandemic peak month of February 2020. Some of those workers may have switched to residential construction, contributing to the 89,000-job gain in employment in that sector as of October. But far more have left the industry, at least temporarily.

There appear to be several reasons. One may be that COVID-19 had a disproportionate effect on construction workers, partly because of their resistance to getting vaccinated.

An ongoing survey of Facebook users conducted by the Delphi Group of Carnegie Mellon University found that only 54% of workers in construction occupations reported being vaccinated as of September 26, compared to 81% of workers in other occupations.

Conversely, 42% of construction workers were vaccine hesitant, compared to 17% of other workers. This disparity may explain why contractors have trouble fielding full healthy crews. The difficulties will increase as more project owners exclude unvaccinated personnel from their premises.

Another source of the difficulty contractors experience in filling jobs are the huge pay increases instituted by other industries. Historically, the construction industry paid what could be considered a premium of 10% to 11% in average hourly earnings—the average paid to all workers—relative to the total nonfarm sector, according to BLS data released as part of the monthly employment report.

By October 2021, this premium slipped to 7.8%. That narrowing suggests other industries, such as restaurants, warehouses, and delivery firms, raised wages—not to mention bonuses and benefits—enough to attract workers who might otherwise have chosen construction jobs.

Two recent data sources indirectly support that hypothesis. The Construction Labor Research Council, which analyzes local union bargaining agreements, reported in mid-October that the first-year increase in wages and benefits in settlements signed in January through September 2021 averaged 2.8%, which matched the 2020 average and landed slightly below the 2019 average of 3.0%.

On October 22, compensation advisor PAS also reported little change in pay increases among nonunion firms: “Merit shop contractors anticipate skilled craft hourly wage increases of 3.01% in 2021,” compared to 2.88% in 2020. It appears that construction firms aren’t keeping up with other industries in adjusting pay to attract and retain workers.

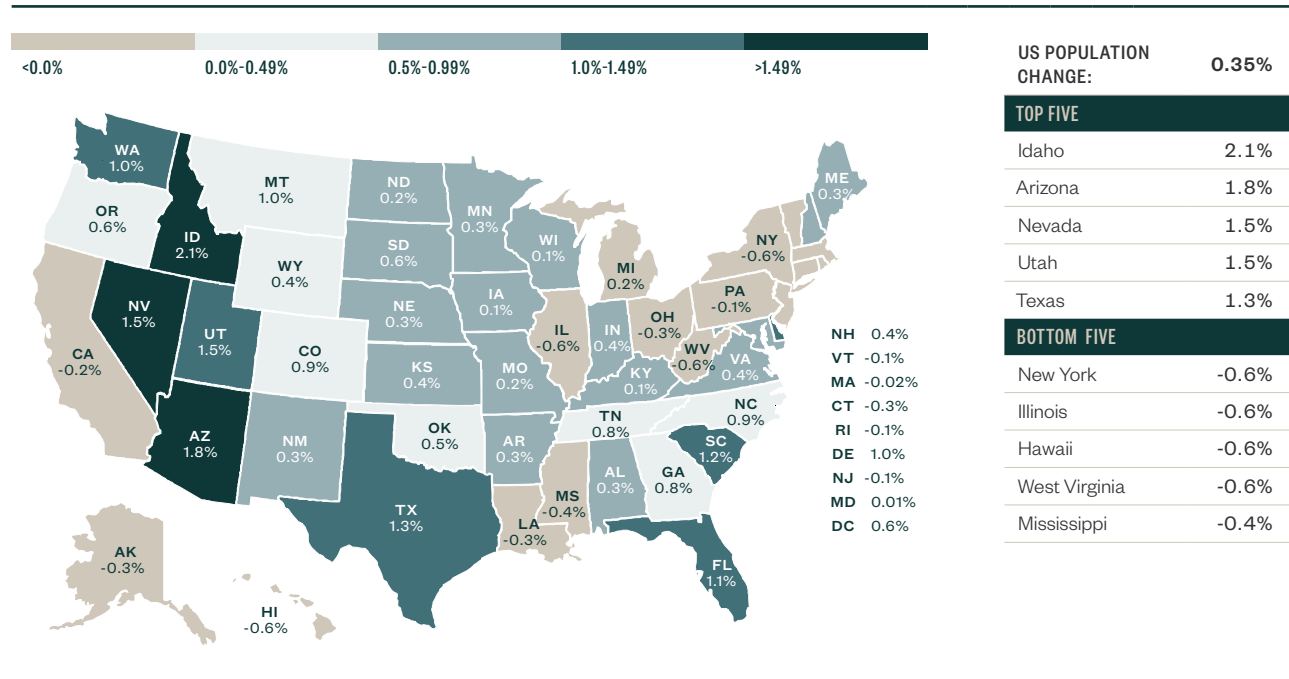
Although contractors across the country reported difficulty filling positions in AGC’s survey, there are large variations state to state in how employment counts changed since February 2020.

An AGC analysis of BLS data showed that only 14 states and the District of Columbia had higher seasonally adjusted construction employment in September 2021 than in February 2020. Seasonal adjustment is a statistical technique to remove annually recurring patterns due to factors such as holiday- or weather-related variation.

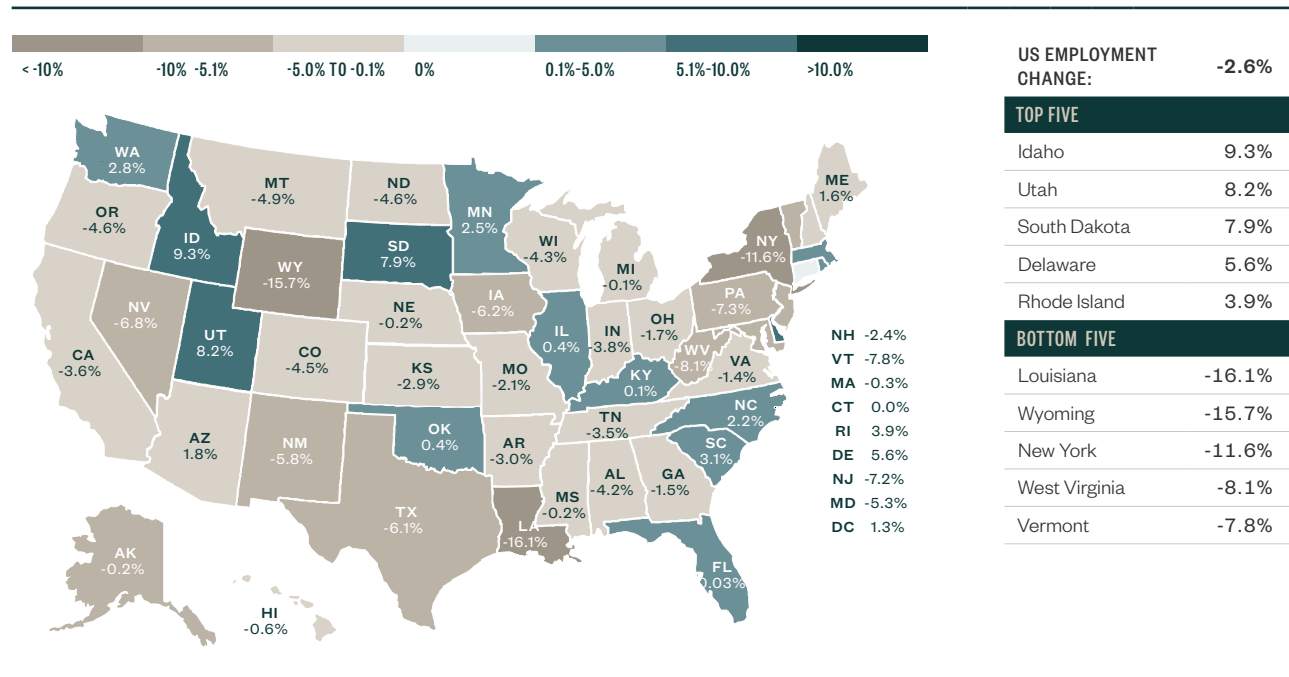
The top two states were Idaho, with a 9% increase in construction employment, and Utah, with an 8% gain. It’s no coincidence that both states ranked top in population growth in recent years. Idaho was the fastest-growing state in three of the past four years, according to annual estimates from the Census Bureau, with a growth rate of 2.1% in each of those years. Utah has been among the top four states in each of those years, with a growth rate of 1.5% in the 12 months ending July 1, 2020.


Conversely, the states with the largest declines in construction jobs also lost population in recent years. Construction employment in September 2021 was 16% lower than in February 2020 in Louisiana, which lost population for four years in a row, and Wyoming, which lost population from 2016 to 2018 before recovering modestly in 2019 and 2020.

**FIGURE 2: Population Change by State**  
July 2019–July 2020



**FIGURE 3: Construction Employment Change by State**  
February 2020–September 2021





Construction employment in September 2021 remained below the February 2020 mark by 12% in New York and 4% in California. New York lost population for six years in a row and in 2020 experienced both the largest percentage decline (-0.6%) and numerical decline (-126,000) of any state. In 2020, California recorded its first population decrease (-70,000 or -0.2%) in the 120-year history of the series and, most likely, the first time since it became a state in 1850.

Both states have large numbers of individuals who can work remotely, along with high state—and for New York City, local—income taxes. The combination of these factors appears to have accelerated the relocation of individuals out of those states and contributed, in California's case, to the population boom in Idaho, Utah, and other states in the Mountain West.

Similarly, the exodus from New York, along with other states in the Northeast and Midwest, is among the reasons population growth in 2020 roughly tripled the national average of 0.35% in South Carolina (1.2%), Florida (1.1%), and North Carolina (0.9%). Each of those states is among the 14 that added construction jobs between February 2020 and September 2021.

Clearly, population change is one important contributor to construction demand. A growing population adds to demand not only for residential construction but also for streets, underground utilities, schools, libraries, and public safety buildings. A declining population, however, doesn't imply declining construction if there are other drivers of demand.

Notably, Illinois lost population each year from 2014 to 2020, including a drop of nearly 80,000 residents in 2020. But construction employment in the state was slightly higher in September 2021 than in February 2020.

What do these factors suggest about the outlook for construction employment in 2022? First, the pandemic is likely to exert ongoing impacts. Even if there are no further outbreaks that set back the whole economy, consumer and business behavior will continue to affect demand for different types of structures.

The growing demand for prompt delivery of goods will spur further build-out of distribution facilities, including so-called last mile or last hour buildings and hybrid retail/distribution points close to residential neighborhoods, as well as ever-larger fulfillment centers near transportation nodes.

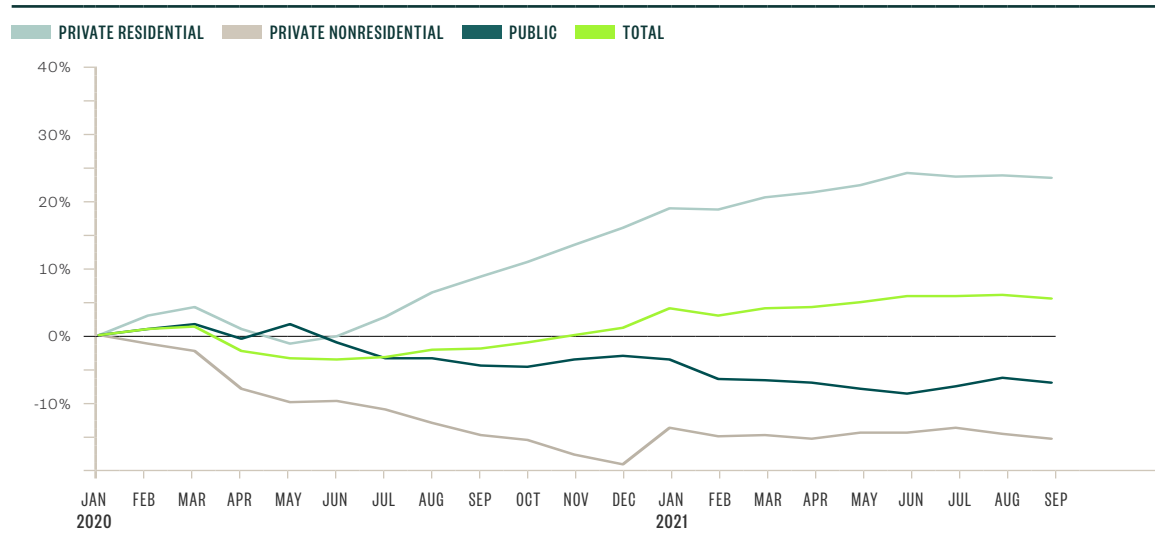
COVID-19 also accelerated an evolution in health care, away from hospitals and nursing homes and to specialized care facilities. At the same time, the disease added to the demand for health care facilities overall, by increasing the ranks of people with chronic conditions, so-called long haulers, and ones whose care suffered during lockdowns. And, as noted, construction workers' low vaccination rates may complicate contractors' difficulties in finding and fielding eligible workers.

Supply-chain bottlenecks will also influence construction in multiple ways. Demand for US-based manufacturing will boost that category of construction, along with investment in ports, trucking, rail, and warehouse facilities. Some increases will be dramatic, such as the tens of billions of dollars that Intel and Taiwan Semiconductor Manufacturing Corporation committed to new semiconductor fabrication plants.

Federal funds and tax incentives will start to push up spending on a variety of infrastructure. However, it will take time to turn new legislation into specific contract awards and then hiring, so the impact on construction employment is likely to be felt more in 2023 and beyond than in 2022.

**FIGURE 4: Construction Spending**


Cumulative % change (seasonally adjusted), January 2020–September 2021



**FIGURE 5: Construction Spending**

Year-to-date % change (not seasonally adjusted), January–September 2021 versus January–September 2020

		<i>Largest Segments</i>	
<span style="color: green;">■</span> TOTAL	7%	Power	37%
<span style="color: lightblue;">■</span> PRIVATE RESIDENTIAL	25%	Electric	-1%
Single-family	37%	Oil/gas fields and pipelines	-8%
Multifamily	18%	Education	-11%
<span style="color: brown;">■</span> PRIVATE NONRESIDENTIAL	-6%	Primary/secondary	-8%
<span style="color: darkblue;">■</span> PUBLIC	-6%	Higher education	-16%
		Highway and Street	-1%
		Commercial	0%
		Warehouse	12%
		Retail	-13%
		Office	-9%
		Manufacturing	-0.2%
		Chemical	6%
		Transportation equipment	2%
		Food/beverage/tobacco	20%
		Electronic/electric	-16%
		Transportation	-6%
		Air	-11%
		Freight/rail/trucking	-6%
		Mass transit	2%
		Health care	-1%
		Hospital	0.4%
		Medical building	4%
		Special care	-3%
		Lodging	-32%



Even apart from federal legislation and regulatory initiatives, utilities, vehicle manufacturers, and other types of firms are driving large changes in the generation, transmission, storage, and delivery of energy. This will have long-lasting impacts on construction of wind and solar facilities, large-scale battery storage, battery charging stations, and factories to produce new types of renewable energy equipment.

Competition for workers, both between construction firms and among other sectors, could also have multiple impacts. Compensation is likely to accelerate after nearly a decade of steady or slowing wage increases. The scarcity of skilled workers could prod more firms into turning to onsite technology, such as robotics, drones, 3D printers, laser- and GPS-guided equipment, and virtual or augmented reality equipment.

More firms will likely turn to offsite production if they can find producers that can reliably ship acceptable modules to job sites. However, none of these solutions is new or a cure-all for the decades of declining appeal that construction careers held for parents, guidance counselors, and students or first-time jobseekers.

In summary, contractors can generally expect growing demand for an expanded range of project types in 2022, though that demand will continue to differ by location, given states' differing demographic trends and sectoral mixes. The industry will also have to cope with persistent impacts from the pandemic on supply of both labor and materials. Opportunities for profit will abound, but so will the risks and challenges.



## 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 Washington	23	25	15	17	10
Eastern Washington, Idaho, Montana	12	7	4	5	3
Oregon	7	5	7	5	3
Northern/Central California	2	6	1	1	1
Greater Bay (CA)	7	6	4	4	2
Southern California	9	9	5	7	1
Other Participating Locations	5	1	4	5	6
<b>ALL REGIONS</b>	<b>65</b>	<b>59</b>	<b>40</b>	<b>44</b>	<b>26</b>

## Companies that are a UNION SHOP

	18%	41%	43%	45%	85%
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[ - ] No respondents



## COMPENSATION TRENDS

*Companies that use the following*

### **SALARY STRATEGIES**

Cost-of-living Adjustment (COLA)	57%	An increase in wages to reflect rising costs and inflation.
Cash Incentives	44%	Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.
Merit Pay	88%	A compensation system whereby individual performance determines increases in base-pay.
Bonuses (Variable Pay)	85%	An incentive pay plan that awards employees additional compensation for achieving individual or group performance and productivity goals.
Specialization or Skill-Based	56%	A salary differentiation system that bases compensation on an individual's education, experience, knowledge, skills, or specialized training.
Above-Scale/Premium Wage	43%	A salary rate that exceeds the maximum salary designated in the published salary scale.
Collective Bargaining Agreement/Union Contract	45%	The agreement or contract sets wages, hours, and other terms and conditions of employment for an agreed-upon period of time.
Years of Service	56%	The number of 12-month periods during which the employee is employed on a full-time basis.

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

## WAGE INCREASE/DECREASE

CURRENT YEAR						
Western Washington	Management	6.5%	4.5%	4.4%	3.9%	3.9%
	Nonmanagement	6.1%	3.9%	3.3%	3.9%	3.9%
Eastern Washington, Idaho, Montana	Management	4.3%	5.3%	5.5%	4.9%	2.8%
	Nonmanagement	5.3%	4.7%	3.8%	3.6%	3.7%
Oregon	Management	7.8%	4.4%	4.1%	5.0%	3.4%
	Nonmanagement	5.4%	3.7%	4.3%	4.3%	3.2%
Northern/Central California	Management	-	6.5%	-	-	-
	Nonmanagement	-	7.5%	2.0%	5.0%	3.0%
Greater Bay (CA)	Management	5.2%	3.9%	5.5%	3.8%	-
	Nonmanagement	3.7%	3.9%	4.8%	3.5%	-
Southern California	Management	5.9%	5.9%	2.8%	5.3%	-
	Nonmanagement	6.0%	5.3%	2.5%	3.6%	-
Other Participating Locations	Management	7.5%	-	4.7%	5.5%	3.2%
	Nonmanagement	6.8%	-	4.3%	5.3%	3.0%

PROJECTED FOR NEXT YEAR						
Western Washington	Management	5.8%	4.3%	4.2%	3.5%	3.4%
	Nonmanagement	5.0%	3.7%	3.6%	3.3%	3.4%
Eastern Washington, Idaho, Montana	Management	4.0%	4.0%	4.0%	3.5%	3.2%
	Nonmanagement	4.8%	4.5%	3.7%	4.2%	3.7%
Oregon	Management	7.2%	3.0%	4.0%	4.5%	3.4%
	Nonmanagement	5.5%	3.8%	4.3%	4.0%	3.4%
Northern/Central California	Management	-	5.0%	-	-	-
	Nonmanagement	-	4.3%	-	-	3.0%
Greater Bay (CA)	Management	5.3%	4.8%	4.8%	5.7%	-
	Nonmanagement	2.6%	3.3%	4.8%	5.7%	-
Southern California	Management	5.6%	5.3%	3.4%	3.9%	-
	Nonmanagement	6.1%	4.6%	2.9%	2.6%	-
Other Participating Locations	Management	3.8%	-	4.0%	5.3%	3.5%
	Nonmanagement	5.3%	-	4.0%	5.8%	3.3%

[ - ] Too few or no respondents

# PERQUISITES

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

## COMPANY CAR

All employment levels	16%	9%	15%	7%	4%	11%
Management only	66%	64%	65%	76%	88%	70%
Nonmanagement only	3%	9%	3%	5%	4%	5%
Not offered	16%	19%	18%	12%	4%	15%

Companies that provide a

## CAR ALLOWANCE

All employment levels	10%	11%	13%	10%	8%	10%
Management only	31%	35%	51%	69%	77%	48%
Nonmanagement only	8%	5%	5%	10%	8%	7%
Not offered	52%	49%	31%	12%	8%	35%

Companies that provide

## MILEAGE REIMBURSEMENT

All employment levels	52%	53%	53%	55%	62%	54%
Management only	7%	9%	8%	12%	19%	10%
Nonmanagement only	21%	19%	25%	17%	8%	19%
Not offered	20%	19%	15%	17%	12%	17%

Companies that pay

## PROFESSIONAL DUES

All employment levels	26%	19%	20%	22%	46%	25%
Management only	34%	48%	50%	54%	38%	44%
Nonmanagement only	0%	2%	0%	0%	0%	0%
Not offered	40%	31%	30%	24%	15%	30%

Companies that provide a

## COMPANY CELL PHONE

All employment levels	30%	36%	38%	31%	35%	33%
Management only	55%	52%	48%	48%	58%	52%
Nonmanagement only	2%	0%	0%	7%	4%	2%
Not offered	14%	12%	15%	14%	4%	13%

Companies that provide a

## CELL PHONE ALLOWANCE

All employment levels	24%	19%	18%	24%	16%	21%
Management only	24%	23%	20%	33%	48%	27%
Nonmanagement only	10%	7%	15%	10%	4%	9%
Not offered	42%	51%	48%	33%	32%	42%

[ - ] 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		85%	86%	87%	92%	90%	87%	
Management only		14%	12%	13%	8%	10%	12%	
DAYS of paid time off								
Management	Years of Service	<1	11	9	11	13	14	11
		1+	12	11	13	15	15	13
		5+	16	15	16	18	18	16
		10+	18	18	19	21	21	19
		15+	19	20	21	23	24	21
Nonmanagement	Years of Service	<1	7	7	8	10	13	8
		1+	9	9	10	12	14	10
		5+	12	13	14	16	18	14
		10+	14	15	15	19	21	16
		15+	15	16	18	20	23	18

Companies that offer

## PAID HOLIDAYS

All employment levels		71%	77%	67%	87%	92%	77%
Management only		28%	21%	33%	13%	8%	22%
<b>AVERAGE paid holidays per year</b>							
Management		7	8	8	8	8	8
Nonmanagement		5	6	6	7	8	6

[ - ] No respondents

# INSURANCE BENEFITS

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

## HEALTH INSURANCE

Management	97%	100%	100%	100%	100%	99%
Nonmanagement	98%	100%	98%	98%	100%	99%

*Companies that offer*

## DENTAL INSURANCE

Management	77%	97%	93%	100%	100%	89%
Nonmanagement	79%	97%	93%	95%	100%	89%

*Companies that offer*

## VISION INSURANCE

Management	70%	83%	80%	100%	100%	82%
Nonmanagement	70%	83%	80%	89%	100%	80%

*Companies that offer*

## DISABILITY INSURANCE

Management	40%	77%	93%	87%	100%	68%
Nonmanagement	38%	63%	87%	74%	100%	61%

## PORTION PAID BY COMPANY

Management	95%	98%	100%	100%	100%	98%
Nonmanagement	97%	93%	95%	93%	96%	95%

# RETIREMENT BENEFITS

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

## 401(K) PLAN

Management	78%	93%	93%	100%	100%	91%
Nonmanagement	73%	93%	85%	95%	92%	86%
<b>CONTRIBUTION MATCHING</b>						
Companies that offer contribution matching	81%	77%	84%	84%	88%	82%

*Companies that offer a*

## PROFIT SHARING PLAN

Management	44%	58%	61%	60%	69%	56%
Nonmanagement	39%	45%	41%	48%	48%	43%

*Companies that offer a*

## UNION PENSION

Management	0%	11%	8%	15%	27%	10%
Nonmanagement	19%	31%	41%	40%	80%	37%

*Companies that offer a*

## DEFERRED COMPENSATION PLAN

Management	5%	14%	33%	34%	54%	23%
Nonmanagement	8%	4%	10%	13%	16%	9%



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18 **PRESIDENT**

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19 **CHIEF FINANCIAL OFFICER**

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20 **VICE PRESIDENT**

SECTION TWO

# Executive Positions



# PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	80	\$157,600	\$217,749	\$284,383	\$238,274
Eastern Washington, Idaho, Montana	26	\$123,175	\$161,520	\$198,209	\$170,926
Oregon	23	\$151,680	\$180,000	\$254,000	\$233,504
Northern/Central California	10	\$200,000	\$228,250	\$238,750	\$235,068
Greater Bay (CA)	19	\$145,352	\$208,000	\$348,400	\$259,237
Southern California	30	\$200,000	\$221,050	\$265,025	\$225,231
Other Participating Locations	18	\$176,250	\$210,000	\$311,250	\$249,507
<b>ALL FIRMS</b>	<b>206</b>	<b>\$156,100</b>	<b>\$204,500</b>	<b>\$266,745</b>	<b>\$230,101</b>

Salary by

## CONSTRUCTION TYPE

Commercial	147	\$150,868	\$200,000	\$265,850	\$228,151
Heavy & Highway	26	\$186,407	\$234,500	\$293,750	\$248,391
Residential	18	\$163,750	\$201,500	\$243,746	\$236,661
Other	15	\$163,000	\$216,000	\$262,500	\$209,638

Salary by

## CONTRACTOR TYPE

General Contractor	116	\$152,770	\$201,000	\$261,588	\$225,417
Specialty Trade Contractor	70	\$152,552	\$200,000	\$257,250	\$218,778
Construction Management	9	\$234,000	\$300,000	\$410,313	\$375,847
Other	11	\$183,132	\$231,500	\$265,000	\$232,306

Salary by

## REVENUE

Up to \$25 Million	59	\$120,000	\$170,000	\$205,000	\$179,570
\$25-\$50 Million	58	\$150,000	\$200,000	\$233,375	\$197,370
\$50-\$100 Million	36	\$195,000	\$228,643	\$300,000	\$253,808
\$100-\$250 Million	36	\$200,000	\$275,000	\$323,350	\$272,808
Over \$250 Million	17	\$265,000	\$362,000	\$515,000	\$376,503

## BONUS BY REVENUE

Up to \$25 Million	32	\$20,000	\$50,000	\$194,000	\$127,719
\$25-\$50 Million	33	\$50,000	\$75,000	\$154,000	\$138,717
\$50-\$100 Million	20	\$46,250	\$82,131	\$175,000	\$157,343
\$100-\$250 Million	20	\$54,500	\$152,500	\$239,688	\$151,408
Over \$250 Million	13	\$75,000	\$223,600	\$360,000	\$264,392

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

# CHIEF FINANCIAL OFFICER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	52	\$142,750	\$178,000	\$225,919	\$201,051
Eastern Washington, Idaho, Montana	19	\$105,953	\$130,000	\$165,600	\$137,521
Oregon	19	\$121,000	\$168,000	\$200,000	\$164,573
Northern/Central California	6	\$141,250	\$162,500	\$195,000	\$168,333
Greater Bay (CA)	11	\$162,500	\$180,000	\$247,500	\$216,438
Southern California	16	\$150,000	\$186,100	\$218,750	\$185,325
Other Participating Locations	14	\$135,675	\$182,500	\$225,000	\$193,295
<b>ALL FIRMS</b>	<b>137</b>	<b>\$135,000</b>	<b>\$174,900</b>	<b>\$215,000</b>	<b>\$184,355</b>

Salary by

## CONSTRUCTION TYPE

Commercial	98	\$126,447	\$172,950	\$213,750	\$182,746
Heavy & Highway	22	\$140,277	\$165,600	\$207,224	\$179,207
Residential	7	\$155,500	\$168,750	\$187,000	\$175,535
Other	10	\$177,500	\$186,100	\$246,250	\$217,616

Salary by

## CONTRACTOR TYPE

General Contractor	79	\$132,500	\$176,000	\$212,000	\$184,016
Specialty Trade Contractor	44	\$137,275	\$162,085	\$215,000	\$180,057
Construction Management	6	\$171,563	\$190,000	\$331,250	\$240,125
Other	8	\$134,764	\$165,000	\$195,000	\$169,507

Salary by

## REVENUE

Up to \$25 Million	21	\$108,000	\$126,888	\$150,000	\$129,258
\$25-\$50 Million	39	\$130,000	\$143,000	\$177,500	\$160,045
\$50-\$100 Million	23	\$141,600	\$173,000	\$200,000	\$173,479
\$100-\$250 Million	35	\$164,600	\$185,000	\$227,500	\$201,154
Over \$250 Million	19	\$211,000	\$231,500	\$350,250	\$277,369

## BONUS BY REVENUE

Up to \$25 Million	15	\$15,000	\$20,000	\$57,500	\$34,607
\$25-\$50 Million	33	\$20,000	\$49,500	\$65,000	\$66,070
\$50-\$100 Million	17	\$21,000	\$30,000	\$79,584	\$63,806
\$100-\$250 Million	24	\$34,750	\$60,000	\$131,250	\$101,558
Over \$250 Million	15	\$69,000	\$100,000	\$240,000	\$184,836

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

# VICE PRESIDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	59	\$141,250	\$182,000	\$212,828	\$183,392
Eastern Washington, Idaho, Montana	21	\$120,120	\$139,500	\$175,000	\$149,245
Oregon	15	\$144,150	\$160,000	\$195,000	\$164,011
Northern/Central California	6	\$158,750	\$200,000	\$201,548	\$181,177
Greater Bay (CA)	15	\$155,000	\$190,000	\$219,213	\$191,157
Southern California	21	\$165,000	\$177,320	\$225,000	\$189,641
Other Participating Locations	13	\$152,000	\$165,400	\$220,000	\$210,013
<b>ALL FIRMS</b>	<b>150</b>	<b>\$145,250</b>	<b>\$175,281</b>	<b>\$204,266</b>	<b>\$180,543</b>

Salary by

## CONSTRUCTION TYPE

Commercial	101	\$139,500	\$175,000	\$200,000	\$177,408
Heavy & Highway	23	\$158,700	\$182,000	\$204,032	\$182,528
Residential	12	\$157,500	\$174,000	\$191,250	\$174,638
Other	14	\$150,000	\$186,660	\$223,750	\$204,964

Salary by

## CONTRACTOR TYPE

General Contractor	90	\$150,000	\$176,000	\$204,266	\$180,496
Specialty Trade Contractor	49	\$136,320	\$165,000	\$206,000	\$176,765
Construction Management	4	\$194,500	\$200,000	\$226,688	\$221,188
Other	7	\$151,000	\$170,560	\$192,000	\$184,366

Salary by

## REVENUE

Up to \$25 Million	35	\$114,480	\$146,000	\$175,000	\$148,824
\$25-\$50 Million	40	\$138,099	\$160,966	\$195,500	\$166,547
\$50-\$100 Million	27	\$162,500	\$177,320	\$207,000	\$180,861
\$100-\$250 Million	30	\$176,000	\$195,500	\$220,000	\$197,264
Over \$250 Million	18	\$195,424	\$238,500	\$278,750	\$244,979

## BONUS BY REVENUE

Up to \$25 Million	23	\$22,500	\$35,000	\$98,768	\$79,579
\$25-\$50 Million	28	\$24,450	\$48,125	\$63,750	\$73,407
\$50-\$100 Million	19	\$28,500	\$61,391	\$150,000	\$130,605
\$100-\$250 Million	21	\$50,000	\$100,000	\$125,000	\$97,387
Over \$250 Million	14	\$41,602	\$100,000	\$133,750	\$103,901

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



## SECTION THREE

# Finance & Administrative Positions

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### 22 CONTROLLER

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

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### 23 ACCOUNTANT / ASSISTANT CONTROLLER

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

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### 24 PAYABLES / RECEIVABLES / PAYROLL CLERK

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

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### 25 CONTRACTS ADMINISTRATOR

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

# CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	61	\$100,000	\$118,000	\$148,910	\$128,386
Eastern Washington, Idaho, Montana	18	\$85,590	\$90,000	\$112,500	\$98,582
Oregon	16	\$88,750	\$105,500	\$125,675	\$106,708
Northern/Central California	8	\$99,500	\$126,250	\$141,250	\$122,563
Greater Bay (CA)	15	\$110,037	\$125,995	\$148,000	\$136,446
Southern California	19	\$110,000	\$125,000	\$137,500	\$121,896
Other Participating Locations	14	\$104,750	\$126,806	\$159,250	\$144,178
<b>ALL FIRMS</b>	<b>151</b>	<b>\$99,317</b>	<b>\$118,000</b>	<b>\$139,269</b>	<b>\$123,676</b>

Salary by

## CONSTRUCTION TYPE

Commercial	105	\$98,351	\$115,000	\$140,000	\$122,045
Heavy & Highway	23	\$108,040	\$125,000	\$132,006	\$122,356
Residential	13	\$100,000	\$110,073	\$137,000	\$131,621
Other	10	\$98,531	\$110,000	\$138,750	\$133,512

Salary by

## CONTRACTOR TYPE

General Contractor	95	\$100,000	\$118,000	\$136,000	\$122,130
Specialty Trade Contractor	43	\$99,317	\$110,000	\$140,250	\$123,196
Construction Management	7	\$110,000	\$159,000	\$193,500	\$157,571
Other	6	\$91,500	\$111,152	\$129,076	\$112,051

Salary by

## REVENUE

Up to \$25 Million	33	\$90,000	\$100,000	\$107,494	\$99,964
\$25-\$50 Million	39	\$94,537	\$110,001	\$125,000	\$112,566
\$50-\$100 Million	24	\$117,500	\$125,000	\$140,404	\$131,280
\$100-\$250 Million	34	\$107,060	\$128,654	\$149,728	\$130,656
Over \$250 Million	21	\$123,000	\$144,000	\$193,500	\$161,580

## BONUS BY REVENUE

Up to \$25 Million	22	\$5,000	\$10,000	\$14,750	\$10,030
\$25-\$50 Million	32	\$6,750	\$10,000	\$20,344	\$15,877
\$50-\$100 Million	22	\$10,500	\$20,000	\$29,500	\$23,581
\$100-\$250 Million	28	\$9,788	\$14,250	\$23,451	\$17,574
Over \$250 Million	17	\$13,500	\$29,000	\$41,088	\$31,383

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

# ACCOUNTANT / ASSISTANT CONTROLLER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	61	\$65,000	\$75,000	\$90,000	\$83,270
Eastern Washington, Idaho, Montana	14	\$53,433	\$64,410	\$82,258	\$66,617
Oregon	15	\$60,000	\$75,000	\$89,000	\$76,435
Northern/Central California	6	\$70,250	\$85,000	\$91,950	\$80,767
Greater Bay (CA)	12	\$68,000	\$87,500	\$103,163	\$92,608
Southern California	19	\$72,500	\$79,000	\$88,000	\$82,878
Other Participating Locations	15	\$59,640	\$70,000	\$83,000	\$78,734
<b>ALL FIRMS</b>	<b>142</b>	<b>\$65,000</b>	<b>\$75,000</b>	<b>\$90,000</b>	<b>\$81,058</b>

Salary by

## CONSTRUCTION TYPE

Commercial	93	\$62,500	\$75,000	\$90,000	\$80,196
Heavy & Highway	25	\$65,000	\$86,000	\$92,600	\$81,370
Residential	11	\$66,612	\$73,500	\$75,000	\$74,285
Other	13	\$70,000	\$85,000	\$100,000	\$92,355

Salary by

## CONTRACTOR TYPE

General Contractor	81	\$65,000	\$75,000	\$90,000	\$81,133
Specialty Trade Contractor	46	\$62,228	\$74,040	\$88,000	\$78,321
Construction Management	8	\$85,500	\$94,566	\$110,000	\$95,641
Other	7	\$65,000	\$90,000	\$97,260	\$81,503

Salary by

## REVENUE

Up to \$25 Million	24	\$55,000	\$70,440	\$85,750	\$71,373
\$25-\$50 Million	41	\$62,400	\$70,000	\$85,000	\$73,470
\$50-\$100 Million	25	\$62,500	\$73,200	\$80,000	\$73,808
\$100-\$250 Million	36	\$72,883	\$85,500	\$100,625	\$85,714
Over \$250 Million	16	\$78,000	\$95,266	\$135,500	\$115,881

## BONUS BY REVENUE

Up to \$25 Million	16	\$2,875	\$5,000	\$10,000	\$6,584
\$25-\$50 Million	31	\$3,300	\$5,000	\$6,250	\$7,387
\$50-\$100 Million	21	\$5,000	\$7,000	\$12,000	\$8,993
\$100-\$250 Million	31	\$5,000	\$7,000	\$11,000	\$8,788
Over \$250 Million	13	\$9,000	\$10,000	\$14,000	\$11,308

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

# PAYABLES / RECEIVABLES / PAYROLL CLERK

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	82	\$52,224	\$58,770	\$65,000	\$60,819
Eastern Washington, Idaho, Montana	27	\$45,880	\$51,240	\$57,989	\$50,751
Oregon	25	\$48,000	\$52,000	\$60,000	\$54,413
Northern/Central California	9	\$50,000	\$57,000	\$60,980	\$56,244
Greater Bay (CA)	17	\$57,000	\$65,000	\$75,000	\$67,947
Southern California	27	\$50,121	\$55,000	\$59,620	\$56,203
Other Participating Locations	16	\$47,500	\$59,220	\$63,500	\$56,771
<b>ALL FIRMS</b>	<b>203</b>	<b>\$50,121</b>	<b>\$56,000</b>	<b>\$64,000</b>	<b>\$58,152</b>

Salary by

## CONSTRUCTION TYPE

Commercial	142	\$50,446	\$56,080	\$64,000	\$58,243
Heavy & Highway	30	\$47,375	\$52,003	\$62,750	\$56,464
Residential	17	\$50,784	\$55,000	\$62,000	\$57,461
Other	14	\$54,250	\$57,620	\$69,750	\$61,686

Salary by

## CONTRACTOR TYPE

General Contractor	117	\$50,242	\$57,000	\$65,000	\$58,548
Specialty Trade Contractor	67	\$50,881	\$55,120	\$60,000	\$57,787
Construction Management	8	\$53,375	\$58,650	\$62,474	\$61,512
Other	11	\$43,250	\$52,000	\$57,790	\$53,725

Salary by

## REVENUE

Up to \$25 Million	52	\$47,960	\$55,060	\$60,593	\$57,175
\$25-\$50 Million	55	\$50,000	\$56,000	\$61,700	\$57,095
\$50-\$100 Million	36	\$50,000	\$55,000	\$63,125	\$56,484
\$100-\$250 Million	39	\$51,750	\$58,240	\$63,500	\$60,493
Over \$250 Million	21	\$52,000	\$60,320	\$66,872	\$61,852

## BONUS BY REVENUE

Up to \$25 Million	35	\$1,900	\$2,723	\$5,000	\$4,517
\$25-\$50 Million	43	\$2,040	\$3,200	\$5,000	\$4,626
\$50-\$100 Million	30	\$1,500	\$2,750	\$5,000	\$3,880
\$100-\$250 Million	31	\$2,200	\$4,000	\$5,113	\$4,439
Over \$250 Million	19	\$3,380	\$4,357	\$6,500	\$5,306

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

# CONTRACTS ADMINISTRATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	49	\$57,200	\$66,976	\$78,000	\$70,489
Eastern Washington, Idaho, Montana	17	\$48,109	\$53,040	\$55,000	\$55,223
Oregon	14	\$50,510	\$60,000	\$70,040	\$60,026
Northern/Central California	7	\$61,500	\$70,000	\$81,000	\$70,000
Greater Bay (CA)	11	\$67,700	\$75,000	\$83,520	\$82,670
Southern California	16	\$59,560	\$64,000	\$70,250	\$71,584
Other Participating Locations	11	\$50,000	\$73,526	\$92,959	\$74,198
<b>ALL FIRMS</b>	<b>125</b>	<b>\$55,000</b>	<b>\$65,000</b>	<b>\$77,000</b>	<b>\$68,752</b>

Salary by

## CONSTRUCTION TYPE

Commercial	91	\$54,500	\$62,400	\$74,730	\$65,548
Heavy & Highway	20	\$57,250	\$67,500	\$79,750	\$71,088
Residential	3	\$65,100	\$73,000	\$82,459	\$74,039
Other	11	\$61,000	\$74,400	\$119,322	\$89,568

Salary by

## CONTRACTOR TYPE

General Contractor	78	\$52,530	\$65,000	\$74,850	\$67,137
Specialty Trade Contractor	37	\$56,000	\$64,575	\$80,500	\$72,041
Construction Management	6	\$63,180	\$65,520	\$85,319	\$73,393
Other	4	\$47,125	\$62,500	\$78,250	\$62,875

Salary by

## REVENUE

Up to \$25 Million	18	\$48,875	\$52,520	\$61,500	\$57,801
\$25-\$50 Million	40	\$55,553	\$64,988	\$79,280	\$70,128
\$50-\$100 Million	27	\$57,403	\$65,520	\$76,075	\$73,318
\$100-\$250 Million	25	\$56,500	\$70,000	\$77,000	\$68,305
Over \$250 Million	15	\$55,480	\$65,520	\$83,059	\$70,751

## BONUS BY REVENUE

Up to \$25 Million	11	\$2,362	\$4,000	\$6,500	\$5,538
\$25-\$50 Million	32	\$1,375	\$3,750	\$6,751	\$5,519
\$50-\$100 Million	19	\$3,500	\$5,000	\$6,000	\$5,203
\$100-\$250 Million	21	\$2,500	\$4,500	\$5,420	\$5,764
Over \$250 Million	12	\$4,188	\$6,250	\$10,250	\$7,063

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



## SECTION FOUR

# Technical Management Positions

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### 27 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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### 28 SAFETY DIRECTOR

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

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### 29 PROJECT MANAGER

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

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### 30 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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### 31 ESTIMATOR

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

# CONSTRUCTION MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	42	\$115,900	\$130,000	\$150,000	\$137,052
Eastern Washington, Idaho, Montana	11	\$106,621	\$121,799	\$145,000	\$127,448
Oregon	15	\$120,000	\$128,000	\$151,378	\$136,584
Northern/Central California	4	\$127,500	\$152,500	\$177,500	\$152,500
Greater Bay (CA)	7	\$120,000	\$187,807	\$205,000	\$163,972
Southern California	11	\$120,200	\$145,000	\$163,500	\$144,036
Other Participating Locations	9	\$125,000	\$157,500	\$183,000	\$160,342
<b>ALL FIRMS</b>	<b>99</b>	<b>\$118,800</b>	<b>\$130,000</b>	<b>\$162,443</b>	<b>\$141,335</b>

Salary by

## CONSTRUCTION TYPE

Commercial	61	\$120,000	\$130,000	\$152,755	\$136,803
Heavy & Highway	18	\$150,000	\$174,249	\$190,202	\$169,253
Residential	11	\$91,500	\$100,340	\$137,500	\$115,533
Other	9	\$114,400	\$140,000	\$165,000	\$147,750

Salary by

## CONTRACTOR TYPE

General Contractor	58	\$120,000	\$130,000	\$172,624	\$144,076
Specialty Trade Contractor	31	\$107,500	\$128,000	\$150,378	\$136,368
Construction Management	5	\$140,000	\$150,000	\$150,000	\$143,600
Other	5	\$125,000	\$140,000	\$150,000	\$143,600

Salary by

## REVENUE

Up to \$25 Million	19	\$102,000	\$120,000	\$129,000	\$117,673
\$25-\$50 Million	28	\$117,550	\$123,760	\$145,000	\$129,068
\$50-\$100 Million	18	\$121,250	\$143,500	\$180,250	\$152,605
\$100-\$250 Million	21	\$126,000	\$147,000	\$170,000	\$149,235
Over \$250 Million	13	\$150,000	\$175,000	\$193,000	\$173,973

## BONUS BY REVENUE

Up to \$25 Million	12	\$16,517	\$20,000	\$32,500	\$23,682
\$25-\$50 Million	24	\$10,000	\$20,000	\$30,833	\$31,640
\$50-\$100 Million	14	\$17,000	\$27,500	\$40,750	\$31,286
\$100-\$250 Million	17	\$12,500	\$18,000	\$25,000	\$22,597
Over \$250 Million	9	\$25,050	\$50,000	\$90,000	\$56,140

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

# SAFETY DIRECTOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	54	\$90,532	\$110,000	\$123,680	\$109,814
Eastern Washington, Idaho, Montana	18	\$73,350	\$90,136	\$106,475	\$95,554
Oregon	16	\$89,250	\$100,000	\$116,250	\$99,895
Northern/Central California	6	\$92,500	\$105,000	\$114,500	\$106,833
Greater Bay (CA)	13	\$100,000	\$114,000	\$139,203	\$124,767
Southern California	21	\$82,000	\$105,000	\$127,920	\$106,282
Other Participating Locations	14	\$87,750	\$127,500	\$161,445	\$127,564
<b>ALL FIRMS</b>	<b>142</b>	<b>\$87,000</b>	<b>\$104,395</b>	<b>\$125,750</b>	<b>\$109,359</b>

Salary by

## CONSTRUCTION TYPE

Commercial	94	\$87,000	\$104,395	\$122,636	\$107,773
Heavy & Highway	28	\$86,866	\$100,000	\$136,250	\$111,435
Residential	7	\$84,100	\$121,524	\$126,000	\$112,389
Other	13	\$92,207	\$105,000	\$127,920	\$114,725

Salary by

## CONTRACTOR TYPE

General Contractor	83	\$91,104	\$110,000	\$129,910	\$113,747
Specialty Trade Contractor	45	\$80,000	\$95,000	\$115,000	\$102,890
Construction Management	5	\$90,000	\$100,000	\$120,000	\$112,200
Other	9	\$85,000	\$85,800	\$95,000	\$99,666

Salary by

## REVENUE

Up to \$25 Million	19	\$68,900	\$85,000	\$101,500	\$86,126
\$25-\$50 Million	36	\$82,400	\$91,414	\$105,243	\$94,715
\$50-\$100 Million	30	\$85,500	\$107,000	\$125,750	\$107,030
\$100-\$250 Million	35	\$100,000	\$114,000	\$138,500	\$119,767
Over \$250 Million	22	\$116,631	\$141,102	\$163,750	\$140,007

## BONUS BY REVENUE

Up to \$25 Million	15	\$5,000	\$5,000	\$10,000	\$9,511
\$25-\$50 Million	26	\$5,000	\$7,000	\$8,000	\$7,532
\$50-\$100 Million	25	\$5,000	\$7,500	\$20,000	\$13,132
\$100-\$250 Million	28	\$9,750	\$14,000	\$20,625	\$17,845
Over \$250 Million	19	\$15,500	\$20,000	\$25,500	\$24,113

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

# PROJECT MANAGER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	81	\$100,000	\$115,000	\$130,000	\$118,890
Eastern Washington, Idaho, Montana	27	\$87,500	\$98,000	\$106,765	\$95,796
Oregon	23	\$94,250	\$108,800	\$125,526	\$110,352
Northern/Central California	9	\$119,875	\$120,000	\$126,660	\$117,948
Greater Bay (CA)	20	\$103,710	\$140,000	\$145,400	\$127,335
Southern California	28	\$107,950	\$125,000	\$135,000	\$122,509
Other Participating Locations	18	\$90,000	\$98,254	\$125,426	\$109,622
<b>ALL FIRMS</b>	<b>206</b>	<b>\$98,574</b>	<b>\$113,290</b>	<b>\$130,000</b>	<b>\$115,370</b>

Salary by

## CONSTRUCTION TYPE

Commercial	138	\$95,300	\$110,000	\$129,027	\$112,172
Heavy & Highway	35	\$110,851	\$129,527	\$145,500	\$128,160
Residential	18	\$95,000	\$100,000	\$125,789	\$108,922
Other	15	\$105,161	\$125,000	\$140,800	\$122,695

Salary by

## CONTRACTOR TYPE

General Contractor	122	\$100,194	\$119,938	\$130,957	\$120,085
Specialty Trade Contractor	64	\$92,775	\$100,000	\$126,009	\$107,750
Construction Management	10	\$106,250	\$131,100	\$138,296	\$122,703
Other	10	\$83,650	\$102,500	\$110,037	\$99,294

Salary by

## REVENUE

Up to \$25 Million	49	\$90,000	\$100,000	\$120,000	\$104,286
\$25-\$50 Million	56	\$95,000	\$105,400	\$121,250	\$107,978
\$50-\$100 Million	36	\$105,000	\$126,500	\$134,994	\$123,574
\$100-\$250 Million	41	\$100,000	\$120,000	\$139,394	\$122,108
Over \$250 Million	24	\$110,000	\$129,825	\$150,361	\$131,436

## BONUS BY REVENUE

Up to \$25 Million	33	\$8,000	\$15,000	\$25,000	\$23,782
\$25-\$50 Million	48	\$7,500	\$15,000	\$23,500	\$18,807
\$50-\$100 Million	31	\$10,000	\$20,000	\$26,500	\$25,148
\$100-\$250 Million	35	\$7,125	\$10,662	\$20,000	\$14,589
Over \$250 Million	20	\$14,935	\$20,000	\$29,250	\$26,400

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

# PROJECT ENGINEER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	68	\$70,214	\$79,827	\$88,209	\$80,561
Eastern Washington, Idaho, Montana	18	\$61,817	\$66,000	\$69,750	\$66,084
Oregon	20	\$67,625	\$70,433	\$75,000	\$70,519
Northern/Central California	9	\$75,000	\$76,763	\$85,000	\$81,284
Greater Bay (CA)	16	\$77,500	\$81,500	\$92,424	\$84,119
Southern California	25	\$70,200	\$75,000	\$83,200	\$76,304
Other Participating Locations	14	\$60,500	\$71,176	\$84,997	\$74,424
<b>ALL FIRMS</b>	<b>170</b>	<b>\$68,000</b>	<b>\$75,000</b>	<b>\$85,335</b>	<b>\$77,088</b>

Salary by

## CONSTRUCTION TYPE

Commercial	114	\$67,000	\$75,000	\$82,987	\$75,173
Heavy & Highway	28	\$68,000	\$79,750	\$87,750	\$79,709
Residential	13	\$76,000	\$78,000	\$90,000	\$79,676
Other	15	\$70,243	\$80,000	\$100,000	\$84,507

Salary by

## CONTRACTOR TYPE

General Contractor	113	\$70,000	\$76,000	\$85,000	\$77,210
Specialty Trade Contractor	43	\$65,000	\$72,800	\$83,494	\$74,502
Construction Management	7	\$81,938	\$86,524	\$88,950	\$88,328
Other	7	\$69,000	\$74,000	\$90,350	\$79,761

Salary by

## REVENUE

Up to \$25 Million	30	\$64,625	\$71,143	\$82,987	\$73,546
\$25-\$50 Million	44	\$66,500	\$74,230	\$81,446	\$74,757
\$50-\$100 Million	35	\$69,500	\$76,000	\$83,000	\$76,631
\$100-\$250 Million	38	\$70,000	\$75,882	\$86,255	\$79,591
Over \$250 Million	23	\$75,594	\$85,000	\$89,568	\$82,728

## BONUS BY REVENUE

Up to \$25 Million	22	\$2,245	\$5,000	\$8,375	\$5,902
\$25-\$50 Million	32	\$2,461	\$5,000	\$7,500	\$6,526
\$50-\$100 Million	30	\$3,125	\$6,750	\$10,000	\$7,349
\$100-\$250 Million	31	\$4,250	\$5,000	\$7,500	\$6,543
Over \$250 Million	20	\$5,828	\$7,500	\$11,067	\$9,574

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

# ESTIMATOR

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	61	\$85,000	\$100,000	\$130,000	\$112,812
Eastern Washington, Idaho, Montana	24	\$68,380	\$89,633	\$100,475	\$86,999
Oregon	21	\$79,000	\$90,000	\$115,000	\$97,225
Northern/Central California	8	\$90,750	\$104,875	\$136,068	\$110,688
Greater Bay (CA)	17	\$95,000	\$130,000	\$147,000	\$131,916
Southern California	27	\$90,026	\$105,000	\$127,500	\$108,651
Other Participating Locations	19	\$72,900	\$94,640	\$120,000	\$98,706
<b>ALL FIRMS</b>	<b>177</b>	<b>\$82,427</b>	<b>\$100,000</b>	<b>\$128,000</b>	<b>\$107,053</b>

Salary by

## CONSTRUCTION TYPE

Commercial	122	\$80,000	\$95,500	\$120,000	\$100,535
Heavy & Highway	30	\$101,000	\$121,260	\$143,750	\$131,882
Residential	11	\$76,500	\$93,600	\$119,999	\$98,724
Other	14	\$96,650	\$114,500	\$134,000	\$117,183

Salary by

## CONTRACTOR TYPE

General Contractor	100	\$89,817	\$105,286	\$130,000	\$112,229
Specialty Trade Contractor	64	\$78,000	\$85,000	\$105,000	\$92,732
Construction Management	4	\$127,499	\$149,786	\$162,286	\$144,892
Other	8	\$128,200	\$134,879	\$145,000	\$131,420

Salary by

## REVENUE

Up to \$25 Million	39	\$66,300	\$80,000	\$97,494	\$85,820
\$25-\$50 Million	45	\$83,678	\$100,000	\$125,000	\$104,226
\$50-\$100 Million	33	\$86,000	\$113,000	\$135,000	\$116,759
\$100-\$250 Million	37	\$91,652	\$106,000	\$130,800	\$115,349
Over \$250 Million	23	\$98,150	\$114,998	\$150,772	\$121,311

## BONUS BY REVENUE

Up to \$25 Million	21	\$5,000	\$6,000	\$15,000	\$10,074
\$25-\$50 Million	33	\$4,225	\$10,000	\$22,838	\$19,319
\$50-\$100 Million	26	\$5,625	\$10,000	\$20,000	\$15,854
\$100-\$250 Million	31	\$6,250	\$10,000	\$18,000	\$16,149
Over \$250 Million	18	\$7,475	\$10,000	\$17,500	\$16,721

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



## SECTION FIVE

# Field Positions

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### 33 SUPERINTENDENT

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

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### 34 FOREMAN

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

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### 35 JOURNEYMAN / CRAFTSMAN

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

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### 36 LABORER

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

# SUPERINTENDENT

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	78	\$100,000	\$120,067	\$135,000	\$121,191
Eastern Washington, Idaho, Montana	24	\$82,275	\$87,816	\$101,250	\$93,930
Oregon	25	\$90,000	\$112,931	\$126,920	\$108,650
Northern/Central California	10	\$107,272	\$121,000	\$132,136	\$121,963
Greater Bay (CA)	15	\$121,797	\$131,000	\$148,000	\$134,668
Southern California	29	\$100,100	\$115,000	\$134,000	\$115,440
Other Participating Locations	17	\$87,000	\$100,000	\$125,000	\$106,558
<b>ALL FIRMS</b>	<b>198</b>	<b>\$95,000</b>	<b>\$115,000</b>	<b>\$131,296</b>	<b>\$115,265</b>

Salary by

## CONSTRUCTION TYPE

Commercial	134	\$94,250	\$113,150	\$126,858	\$113,371
Heavy & Highway	33	\$114,088	\$125,000	\$140,000	\$125,616
Residential	14	\$80,500	\$104,498	\$115,593	\$102,028
Other	17	\$100,100	\$130,000	\$134,000	\$120,999

Salary by

## CONTRACTOR TYPE

General Contractor	130	\$98,200	\$117,888	\$130,750	\$115,640
Specialty Trade Contractor	52	\$89,500	\$110,000	\$134,250	\$114,153
Construction Management	8	\$111,400	\$129,696	\$145,014	\$121,577
Other	8	\$93,952	\$120,640	\$126,250	\$110,069

Salary by

## REVENUE

Up to \$25 Million	41	\$80,000	\$100,000	\$116,480	\$102,351
\$25-\$50 Million	55	\$90,373	\$106,815	\$125,000	\$110,426
\$50-\$100 Million	37	\$100,000	\$120,000	\$131,394	\$119,339
\$100-\$250 Million	42	\$107,500	\$123,569	\$131,000	\$120,031
Over \$250 Million	23	\$120,500	\$142,350	\$153,000	\$134,594

## BONUS BY REVENUE

Up to \$25 Million	28	\$5,000	\$10,500	\$17,198	\$13,469
\$25-\$50 Million	46	\$5,000	\$10,000	\$19,500	\$14,928
\$50-\$100 Million	31	\$9,250	\$14,000	\$20,000	\$17,044
\$100-\$250 Million	34	\$8,000	\$10,000	\$15,000	\$11,674
Over \$250 Million	19	\$11,429	\$20,000	\$24,000	\$20,727

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

# FOREMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	76	\$85,000	\$105,000	\$113,800	\$103,708
Eastern Washington, Idaho, Montana	24	\$63,658	\$66,300	\$76,934	\$72,069
Oregon	23	\$72,125	\$88,845	\$97,750	\$84,948
Northern/Central California	10	\$95,652	\$106,660	\$111,500	\$107,952
Greater Bay (CA)	18	\$95,207	\$111,000	\$118,404	\$112,433
Southern California	19	\$75,980	\$94,000	\$103,500	\$90,343
Other Participating Locations	13	\$65,000	\$70,720	\$85,000	\$76,758
<b>ALL FIRMS</b>	<b>183</b>	<b>\$75,000</b>	<b>\$93,000</b>	<b>\$110,000</b>	<b>\$94,989</b>

Salary by

## CONSTRUCTION TYPE

Commercial	130	\$74,438	\$90,000	\$107,475	\$93,782
Heavy & Highway	29	\$85,000	\$100,000	\$111,000	\$97,186
Residential	11	\$76,251	\$85,000	\$99,427	\$86,952
Other	13	\$85,000	\$110,000	\$120,000	\$108,951

Salary by

## CONTRACTOR TYPE

General Contractor	103	\$78,468	\$93,000	\$109,086	\$94,094
Specialty Trade Contractor	65	\$75,920	\$91,520	\$113,400	\$98,373
Construction Management	5	\$60,000	\$93,600	\$105,910	\$84,884
Other	10	\$65,500	\$88,134	\$108,115	\$87,263

Salary by

## REVENUE

Up to \$25 Million	54	\$65,000	\$80,750	\$103,750	\$87,400
\$25-\$50 Million	50	\$74,438	\$91,800	\$111,250	\$95,970
\$50-\$100 Million	29	\$83,200	\$91,639	\$110,000	\$98,546
\$100-\$250 Million	31	\$83,000	\$94,900	\$108,700	\$95,224
Over \$250 Million	19	\$97,750	\$108,722	\$117,500	\$108,163

## BONUS BY REVENUE

Up to \$25 Million	33	\$2,500	\$4,000	\$6,000	\$6,167
\$25-\$50 Million	28	\$2,000	\$5,000	\$6,750	\$5,539
\$50-\$100 Million	16	\$3,000	\$5,000	\$10,000	\$6,949
\$100-\$250 Million	18	\$1,844	\$3,202	\$5,000	\$3,841
Over \$250 Million	13	\$2,000	\$3,200	\$8,000	\$6,651

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

# JOURNEYMAN / CRAFTSMAN

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	78	\$70,326	\$90,000	\$99,892	\$89,708
Eastern Washington, Idaho, Montana	24	\$56,720	\$60,000	\$61,188	\$61,513
Oregon	22	\$60,840	\$75,000	\$89,860	\$74,670
Northern/Central California	9	\$86,000	\$95,000	\$101,000	\$95,743
Greater Bay (CA)	15	\$81,618	\$94,000	\$101,200	\$95,447
Southern California	18	\$60,319	\$72,400	\$95,000	\$75,815
Other Participating Locations	12	\$57,500	\$61,160	\$66,892	\$65,116
<b>ALL FIRMS</b>	<b>178</b>	<b>\$60,365</b>	<b>\$77,470</b>	<b>\$96,800</b>	<b>\$81,744</b>

Salary by

## CONSTRUCTION TYPE

Commercial	131	\$60,000	\$75,000	\$97,000	\$80,068
Heavy & Highway	24	\$68,100	\$88,000	\$97,750	\$86,073
Residential	10	\$70,326	\$78,440	\$88,750	\$79,089
Other	13	\$72,800	\$93,000	\$97,400	\$93,091

Salary by

## CONTRACTOR TYPE

General Contractor	101	\$60,320	\$76,960	\$97,000	\$81,721
Specialty Trade Contractor	63	\$62,200	\$85,000	\$99,000	\$84,891
Construction Management	5	\$62,400	\$64,000	\$91,172	\$69,349
Other	9	\$56,000	\$61,277	\$71,302	\$67,441

Salary by

## REVENUE

Up to \$25 Million	51	\$57,567	\$67,899	\$91,000	\$74,936
\$25-\$50 Million	51	\$61,839	\$80,000	\$95,095	\$83,613
\$50-\$100 Million	31	\$60,000	\$76,960	\$97,000	\$83,828
\$100-\$250 Million	27	\$66,850	\$87,000	\$96,200	\$83,055
Over \$250 Million	18	\$82,250	\$93,500	\$99,177	\$90,478

## BONUS BY REVENUE

Up to \$25 Million	23	\$1,500	\$1,800	\$2,392	\$2,464
\$25-\$50 Million	23	\$1,000	\$2,000	\$3,850	\$3,367
\$50-\$100 Million	10	\$1,250	\$2,500	\$4,750	\$3,050
\$100-\$250 Million	9	\$980	\$1,000	\$2,000	\$1,720
Over \$250 Million	5	\$750	\$3,100	\$5,000	\$3,460

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

# LABORER

	COUNT	FIRST QUARTILE	MEDIAN	THIRD QUARTILE	AVERAGE
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Salary by

## REGION

Western Washington	72	\$45,375	\$57,000	\$82,000	\$61,429
Eastern Washington, Idaho, Montana	21	\$42,293	\$45,000	\$51,000	\$47,059
Oregon	18	\$37,750	\$50,000	\$63,000	\$49,952
Northern/Central California	9	\$65,510	\$68,224	\$75,000	\$67,176
Greater Bay (CA)	14	\$53,750	\$63,500	\$74,909	\$64,450
Southern California	20	\$41,200	\$49,500	\$65,750	\$53,568
Other Participating Locations	15	\$36,500	\$40,000	\$46,425	\$41,965
<b>ALL FIRMS</b>	<b>169</b>	<b>\$42,000</b>	<b>\$51,000</b>	<b>\$68,000</b>	<b>\$56,319</b>

Salary by

## CONSTRUCTION TYPE

Commercial	116	\$41,600	\$50,000	\$65,000	\$54,401
Heavy & Highway	27	\$49,250	\$65,000	\$79,925	\$65,355
Residential	16	\$46,631	\$49,545	\$53,750	\$51,025
Other	10	\$41,409	\$62,500	\$79,725	\$62,654

Salary by

## CONTRACTOR TYPE

General Contractor	100	\$45,000	\$52,000	\$72,659	\$59,148
Specialty Trade Contractor	51	\$40,000	\$50,000	\$61,798	\$52,614
Construction Management	7	\$47,335	\$52,000	\$67,363	\$56,474
Other	11	\$39,000	\$42,000	\$56,004	\$47,693

Salary by

## REVENUE

Up to \$25 Million	45	\$40,000	\$45,000	\$52,500	\$48,711
\$25-\$50 Million	50	\$44,017	\$51,000	\$65,000	\$55,245
\$50-\$100 Million	30	\$45,159	\$55,000	\$80,963	\$61,407
\$100-\$250 Million	29	\$45,136	\$55,494	\$75,000	\$59,293
Over \$250 Million	15	\$54,000	\$68,000	\$82,363	\$66,801

## BONUS BY REVENUE

Up to \$25 Million	20	\$688	\$1,100	\$1,850	\$1,602
\$25-\$50 Million	22	\$500	\$1,000	\$2,875	\$2,425
\$50-\$100 Million	9	\$500	\$1,000	\$2,000	\$2,078
\$100-\$250 Million	11	\$667	\$1,000	\$2,250	\$2,226
Over \$250 Million	-	-	-	-	-

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

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