

**THE
QUAD-CITY, ARIZONA AREA
WAGE & FRINGE BENEFITS
SURVEY REPORT**

January, 2013

Compiled and Produced by

THE PATHFINDERS



Dallas, Texas

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INTRODUCTION

The 2013 Quad-City Area of Arizona Wage and Fringe Benefits Survey was sponsored by the Quad-City Regional Workforce Study Partnership. The Pathfinders, an economic development and corporate site-selection consultant firm located in Dallas, Texas, conducted the survey. Information was gathered via a printed or emailed survey form.

The wage data presented by job title for hourly positions in this report includes:

Low Entry Pay	Low Average Pay
Average Entry Pay	Mean Average Pay
High Entry Pay	High Average Pay
	Weighted Average Pay

Weighted average corrects the distortion which would occur in a simple average if one company has ten employees in a position at an average of \$10 per hour and another company has one employee in the same position at \$20 per hour. The simple average of those two would be \$15 per hour, but the weighted average would be \$10.91 per hour.

The wage data presented by job title for salaried positions includes average annual salary.

Fringe benefits reported include insurance, sick leave, holidays, vacations, and financial plans.

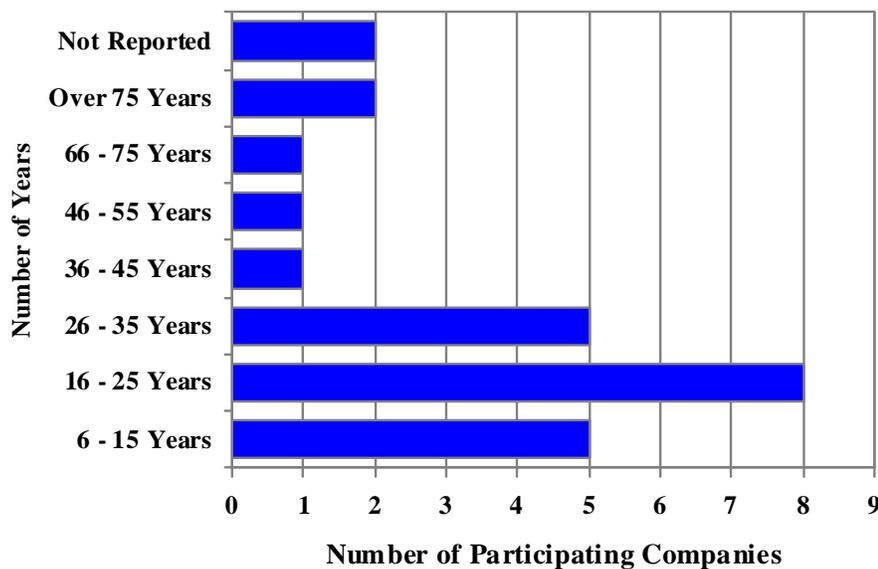
Please note that some of the companies responding to the survey did not answer all the questions on the form; therefore, the total number of responses for each question will not always equal the total number of participants.

Information from participating companies is held in confidence; however, general information regarding this survey can be obtained by contacting the offices of The Pathfinders via telephone (972-387-3750) or e-mail (info@thepathfindersus.com).

SURVEY SUMMARY

Twenty-five (25) companies, with a combined total employment of over 4,500 workers, participated in the 2013 Quad-City Area Wage and Fringe Benefits Survey, representing business sectors including manufacturing, distribution, professional and others. The participating employers have been in business in the Quad-City area from 6 years to over seventy-five years, as illustrated below.

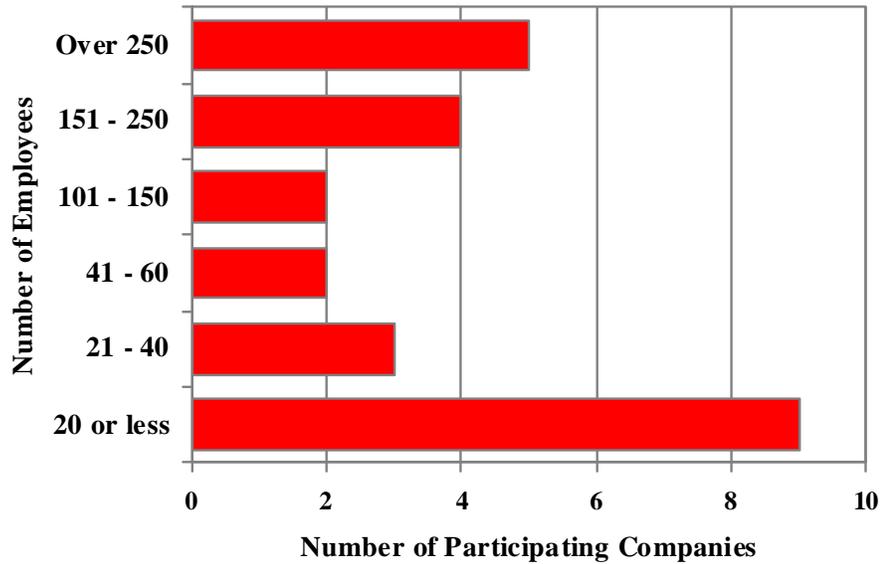
Participating Companies - Length of Time in Community



One (1) of the reporting companies is unionized, with 50% of its workers belonging to the union. The reported total annual payroll for the participating companies was approximately \$260 million.

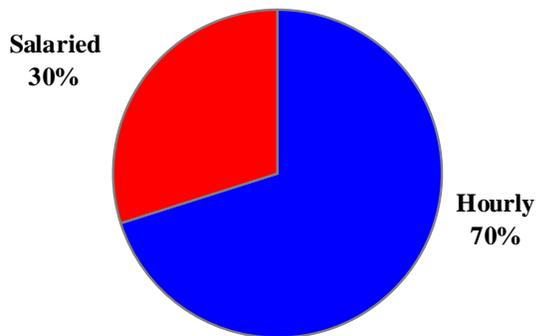
Companies of various sizes were represented in the survey ranging from twenty or less employees to 250 or more workers. The number of participating companies by number of employees is shown in the chart on the following page.

Participating Companies by Total Employment

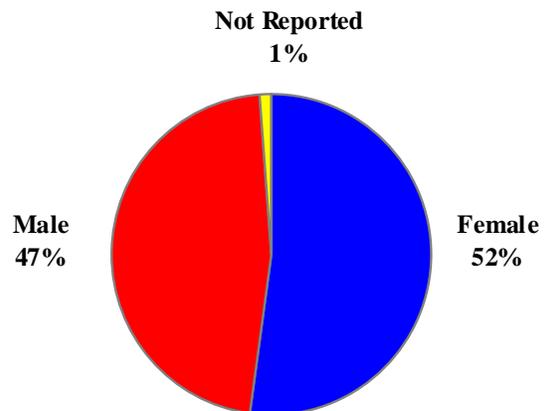


The total reported employment of 4,641 was comprised of 70% hourly workers and 30% salaried workers. The percentages of hourly and salaried employees, as well as male and female employees, of the reporting companies are illustrated in the following pie charts.

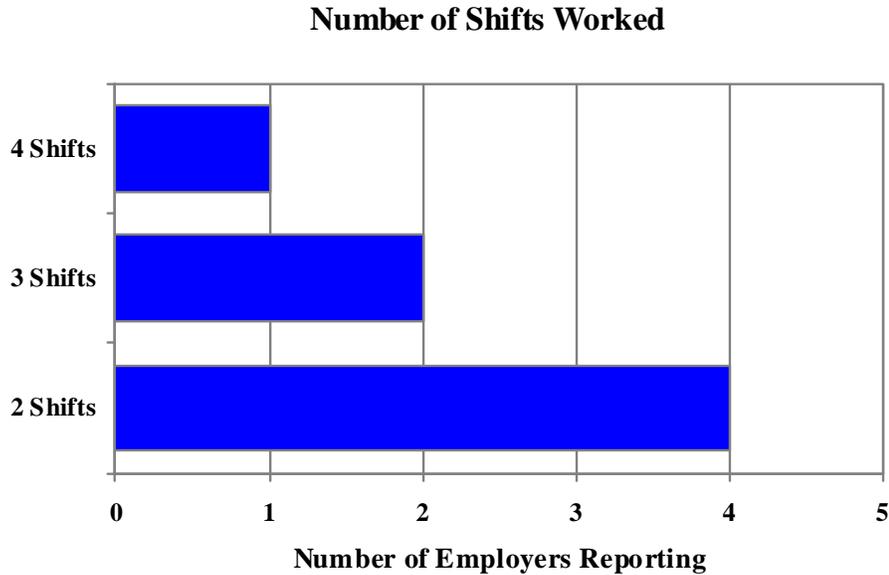
Hourly / Salaried Employees



Female / Male Employees



In the Quad-City survey, four (4) of the participating employers work two shifts; two (2) companies work three shifts, and one (1) company reported four shifts.



Four (4) companies reported shift premiums. These premiums are listed below.

- 2nd Shift - 10%
- 3rd Shift - 18%
- Weekends - 5%
- Average Shift Premium - 5 – 10%
- Night Shift Premium - \$.40
- Average Shift Premium - \$.25

Overtime pay was reported at 1½ times by twenty (20) of the participating companies.

With regard to hiring practices, thirteen (13) of the participating firms increased employment during the past twelve months, and three (3) decreased employment, resulting in a net of +196 jobs. Twelve (12) firms project increasing employment during the next twelve months and two (2) project decreasing employment for a net of +61 jobs.

As indicated by the participating employers, the following table reflects various methods used to recruit workers in the Quad-City area and the number of employers utilizing that method. Many employers use more than one method.

Recruiting Method	# of Employers
Word of Mouth	17
Internet / Online	12
Newspaper	11
Walk-Ins	7
Referrals	7
Job Board / Sign	4
Networking	3
State Agency	3
Trade Journals	3
Staffing Service	1

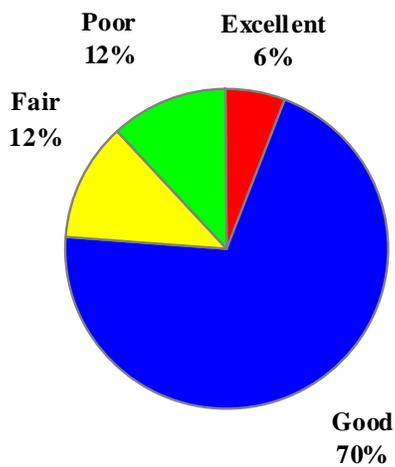
EMPLOYER RATINGS – EDUCATIONAL PROVIDERS

The Quad-City employers were asked to rate the local educational providers in terms of delivering the skills needed or required for workers. These ratings are shown below.

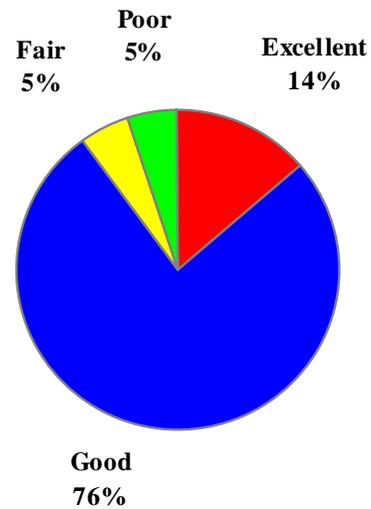
Public Schools



Technical / Trade Schools



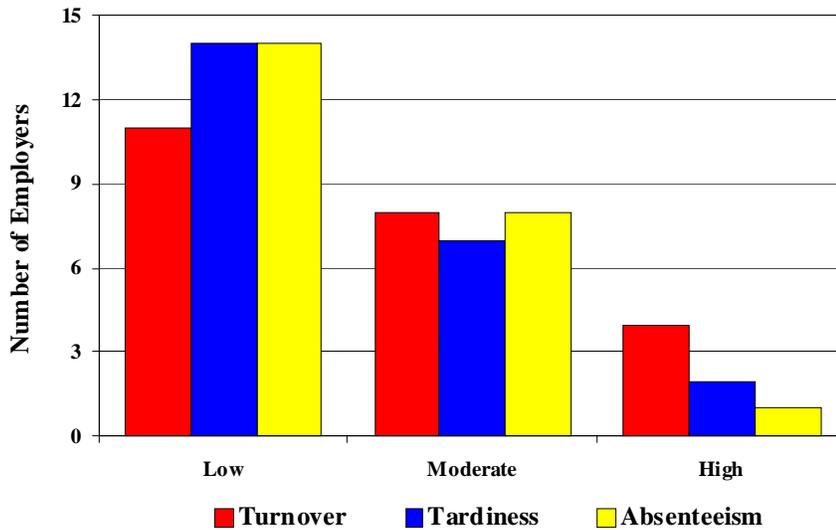
Community Colleges



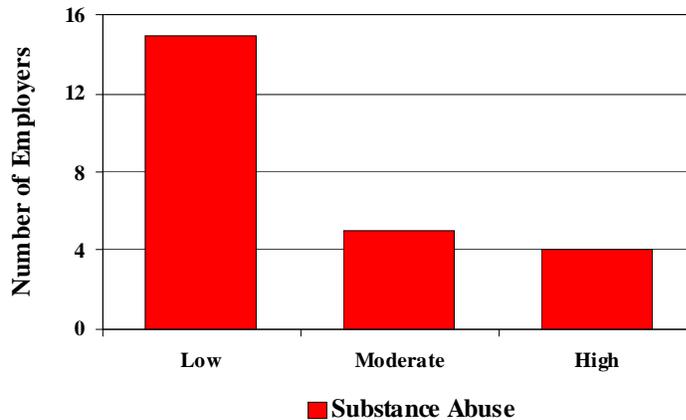
EMPLOYER RATINGS

TURNOVER / TARDINESS / ABSENTEEISM / SUBSTANCE ABUSE

Participating employers were asked to rate turnover, tardiness and absenteeism among their workers as “Low”, “Moderate”, or “High”. The chart below shows the number of employers and their ratings for each factor.



Further, employers were asked to evaluate substance abuse in the workforce as “Low”, “Moderate” or “High”.



Nineteen (19) of the participating employers reported that testing for substance abuse was conducted in their companies using one or more of the following methods.

Testing Method	# of Employers
Pre-Employment	16
Post-Accident	15
For Cause / Suspicion	14
Random	13
Return to Work	5

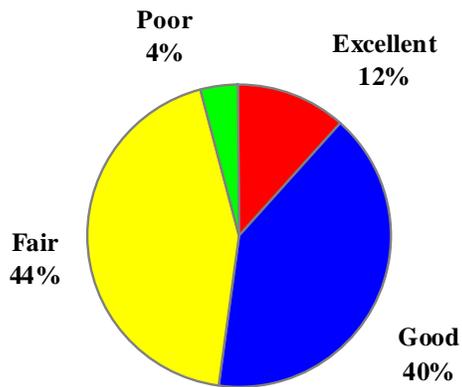
Other checks in addition to substance abuse testing were reported by the responding employers and are shown in the chart below.

Checks	# of Employers
Criminal Background Check	14
Drivers License Check	12

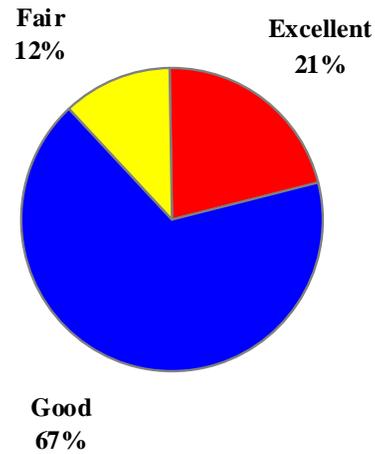
EMPLOYER RATINGS - WORKFORCE FACTORS

The participating employers were asked to rate their workers on a number of workforce factors. Those factors included worker productivity, reliability, basic skills and availability. Local employers were asked to rate each factor either “Excellent”, “Good”, “Fair”, or “Poor”.

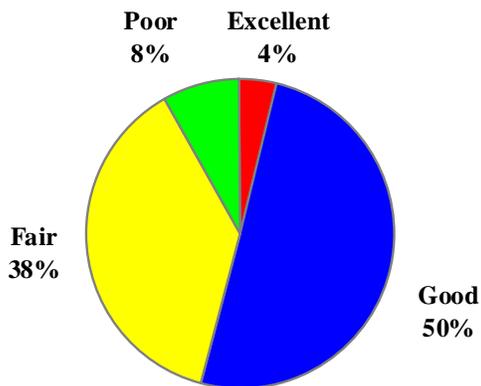
Skilled Labor Availability



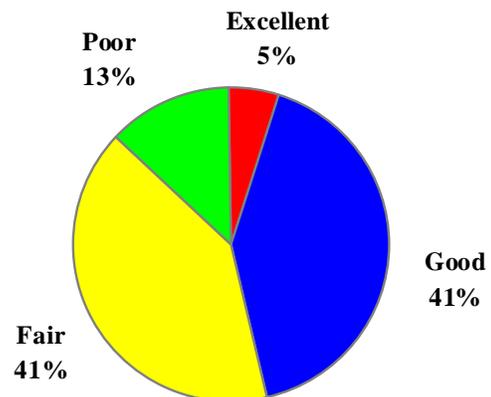
Unskilled Labor Availability



Professional Labor Availability



Technical Labor Availability

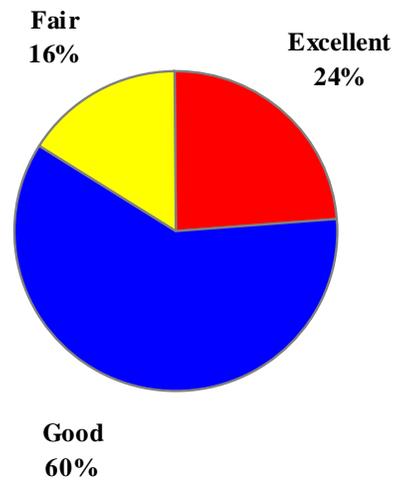


EMPLOYER RATINGS – WORKFORCE FACTORS

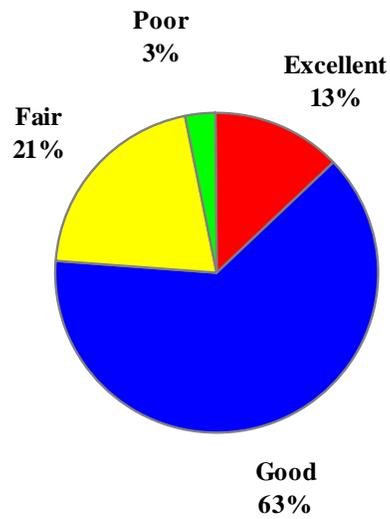
Worker Productivity



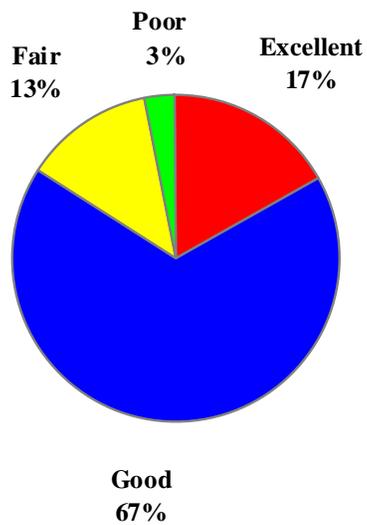
Worker Reliability



Worker Attitudes

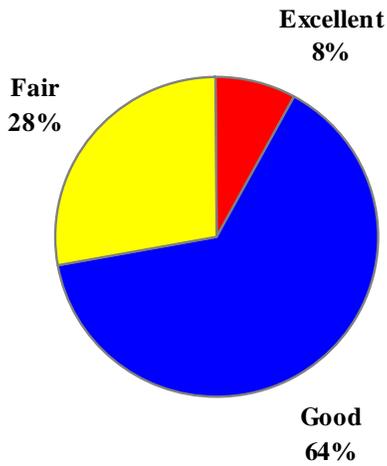


Teamwork Skills

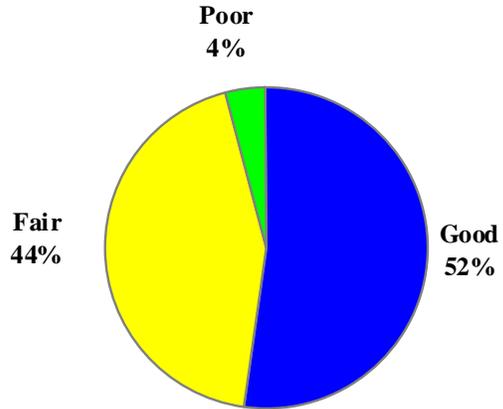


EMPLOYER RATINGS – WORKFORCE FACTORS

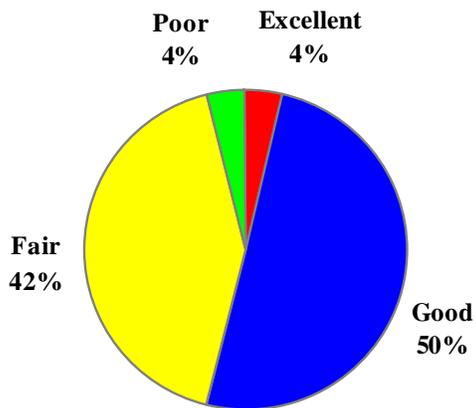
Reading Skills



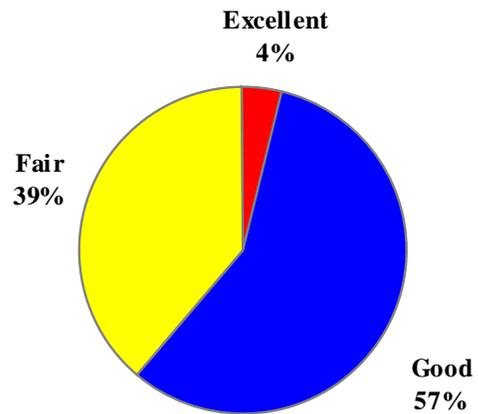
Writing Skills



Math Skills

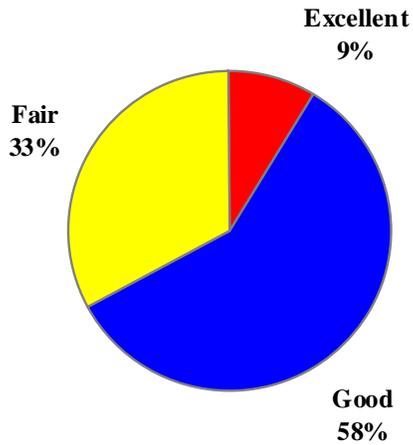


Computer Skills

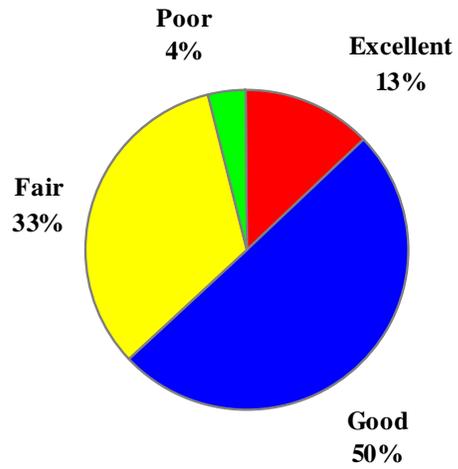


EMPLOYER RATINGS – WORKFORCE FACTORS

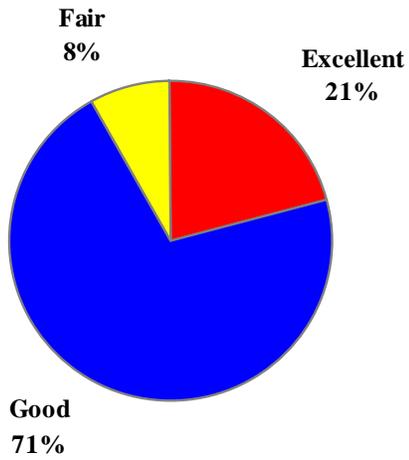
Entry Level Skills



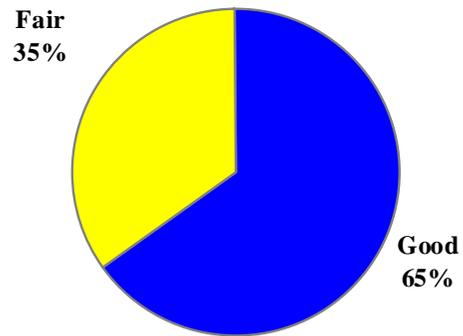
Job Readiness Skills



Trainability



Workforce Overall Rating



EMPLOYER RATINGS – AREA FACTORS

Area Quality of Life



Area Business Climate



WAGE SECTION

SUMMARY OF WAGES REPORTED

Area employers were asked to report entry-level wage, average wage, and number of employees for each hourly job classification. The participating employers were also asked to provide average annual salary figures and number of employees for those positions held by salaried workers. **Please note that not all of the requested information was reported.** In some instances, notations of “n/a” (not available) or “n/r” (not reported) may appear in the wage tables.

The wage data presented includes:

- Low Entry Pay – the lowest entry pay by each job title among all companies responding
- High Entry Pay – the highest entry pay by each job title among all companies responding
- Average Entry Pay – the average entry pay by each job title when all participating companies are considered

Average Pay

While companies typically have a single “entry pay rate” by job title, over time people working within that job title may have different pay rates (even in the same company) because of length of job tenure, merit raises, etc. The “average pay” in a job title reported by a participant considers the average of the pay rates of everyone in that job title. Some workers because of short tenure in that job may still be at the entry rate while others will be higher.

- Low Average Pay – the lowest average pay by each job title among all companies responding
- High Average Pay – the highest average pay by each job title among all companies responding
- Mean Average Pay – Each individual company reported their “average” pay within each job title. This “mean average pay” is the average of all companies participating.
- Weighted average corrects the distortion which would occur in a simple average if one company has ten employees in a position at an average of \$10 per hour and another company has one employee in the same position at \$20 per hour. The simple average of those two would be \$15 per hour, but the weighted average would be \$10.91 per hour.

The wage data presented for salaried employees is the average annual salary for all the employees in the job title when all participating companies are considered. Again, workers with that job title may have different pay rates because of length of job tenure, merit raises, etc.

The wage summary for hourly workers is presented on the following page. The wage summary for salaried workers begins on page 25.

WAGE SUMMARY – HOURLY WORKERS

Quad-City, Arizona Area

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Accountant	\$14.47	\$15.00	\$14.74	\$18.52	\$20.00	\$19.26	\$19.26	2	2
Accounting Clerk	\$10.00	\$15.66	\$12.28	\$10.78	\$17.00	\$13.66	\$12.56	8	5
Accounting Supervisor	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	1	1
Accounts Payable Clerk	\$10.31	\$16.50	\$13.04	\$13.28	\$19.66	\$16.19	\$14.39	10	9
Accounts Receivable Clerk	\$11.28	\$19.41	\$13.63	\$11.28	\$19.08	\$15.34	\$15.14	12	4
Accounts Receivable Manager	\$15.00	\$15.00	\$15.00	\$18.00	\$18.00	\$18.00	\$18.00	1	1
Activities Assistant	\$12.96	\$12.96	\$12.96	\$12.96	\$12.96	\$12.96	\$12.96	1	1
Administrative Assistant	\$10.00	\$18.00	\$13.19	\$12.34	\$21.69	\$16.98	\$16.19	63	11
Administrative Helper	\$12.51	\$12.51	\$12.51	\$14.20	\$14.20	\$14.20	\$14.20	5	1
Admissions Coordinator	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	2	1
Animal Control	\$13.81	\$13.96	\$13.89	\$16.05	\$17.09	\$16.57	\$16.74	3	2
Apprentice Auto Mechanic	\$15.68	\$15.68	\$15.68	\$20.99	\$20.99	\$20.99	\$20.99	1	1
Apprentice Equipment Operator	\$10.80	\$14.00	\$12.40	\$15.14	\$15.14	\$15.14	\$13.63	10	2
Asphalt Plant Operator	\$22.75	\$22.75	\$22.75	\$23.00	\$23.00	\$23.00	\$23.00	2	1
Assembler-General	\$11.50	\$11.50	\$11.50	\$10.99	\$12.25	\$11.62	\$12.09	130	2

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Assistant Superintendent	\$11.37	\$11.37	\$11.37	\$22.00	\$22.00	\$22.00	\$22.00	1	1
Assistant to the Dean	\$15.68	\$15.68	\$15.68	\$19.14	\$19.14	\$19.14	\$19.14	13	1
Bartender	\$4.65	\$4.65	\$4.65	\$4.65	\$5.00	\$4.83	\$4.94	6	2
Battalion Chief	\$27.59	\$27.59	\$27.59	\$42.58	\$42.58	\$42.58	\$42.58	5	1
Benefits Assistant	\$14.47	\$14.47	\$14.47	\$18.52	\$18.52	\$18.52	\$18.52	1	1
Benefits Specialist	\$10.83	\$16.69	\$13.78	\$10.83	\$20.70	\$15.55	\$15.55	4	4
Bookkeeper	\$10.83	\$12.00	\$11.42	\$13.00	\$13.37	\$13.19	\$13.25	3	2
Bookstore Clerk	\$9.82	\$9.82	\$9.82	\$10.01	\$10.01	\$10.01	\$10.01	3	1
Brewer	\$10.50	\$10.50	\$10.50	\$11.50	\$11.50	\$11.50	\$11.50	1	1
Building & Grounds Maintenance	\$10.78	\$25.00	\$17.39	\$11.41	\$25.00	\$18.17	\$16.24	18	5
Buyer/Purchaser	\$15.69	\$17.28	\$16.78	\$18.53	\$20.51	\$19.29	\$15.92	6	4
Call Center Customer Service Representative	\$12.00	\$12.00	\$12.00	\$14.50	\$14.50	\$14.50	\$14.50	3	1
Carpenter	\$16.92	\$20.90	\$18.91	\$19.73	\$20.90	\$20.32	\$20.32	2	2
Case Worker	\$12.00	\$18.08	\$14.45	\$13.53	\$25.31	\$18.95	\$18.47	6	3
Cashier/Money Handler	\$9.28	\$9.28	\$9.28	\$10.34	\$10.34	\$10.34	\$10.34	8	1
Certified Nurse Assistant	\$10.85	\$10.85	\$10.85	\$13.27	\$13.27	\$13.27	\$13.27	50	1
Certified Occupational Therapist Assistant	\$20.50	\$20.50	\$20.50	\$30.75	\$30.75	\$30.75	\$30.75	1	1

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Chief Mechanic	\$23.74	\$23.74	\$23.74	\$28.74	\$28.74	\$28.74	\$28.74	1	1
CNC Operator/Set-up	\$15.00	\$15.00	\$15.00	\$20.78	\$20.78	\$20.78	\$20.78	7	1
Code Enforcement Officer	\$13.96	\$13.96	\$13.96	\$16.58	\$16.58	\$16.58	\$16.58	2	1
Computer Technical Support	\$13.30	\$16.50	\$14.90	\$15.78	\$16.50	\$16.14	\$15.96	4	2
Computer Technician	\$14.28	\$15.81	\$15.05	\$14.65	\$17.08	\$15.87	\$15.87	4	2
Construction Inspection	\$18.32	\$18.32	\$18.32	\$21.67	\$21.67	\$21.67	\$21.67	6	1
Construction Supervisor	\$18.00	\$22.87	\$20.44	\$22.00	\$22.87	\$22.44	\$22.44	2	2
Cook	\$8.00	\$13.46	\$9.82	\$9.16	\$14.16	\$11.21	\$10.32	40	5
Court Clerk	\$12.34	\$13.40	\$12.87	\$15.81	\$15.81	\$15.81	\$11.86	4	2
Customer Service Representative	\$11.00	\$13.00	\$11.94	\$12.27	\$14.25	\$13.30	\$13.86	14	3
Customer Service Supervisor	\$12.00	\$12.00	\$12.00	\$17.65	\$17.65	\$17.65	\$17.65	1	1
Customer Service Technical Support	n/r	n/r	n/a	\$27.62	\$27.62	\$27.62	\$27.62	5	1
Deburr	\$10.00	\$10.00	\$10.00	\$11.63	\$11.63	\$11.63	\$11.63	3	1
Dishwasher	\$7.65	\$7.92	\$7.79	\$8.25	\$9.31	\$8.78	\$8.78	10	2
Dispatch Supervisor	\$10.00	\$19.72	\$14.86	\$12.00	\$23.80	\$17.90	\$21.44	5	2
Dispatcher	\$8.00	\$17.01	\$11.93	\$9.17	\$19.23	\$13.06	\$17.55	23	3
Drafter-CAD	\$22.32	\$22.32	\$22.32	\$24.60	\$24.60	\$24.60	\$24.60	1	1
Driver-Bus	\$10.78	\$10.78	\$10.78	\$11.12	\$11.20	\$11.16	\$11.16	69	2

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Drivers	\$9.78	\$9.78	\$9.78	\$10.78	\$10.78	\$10.78	\$10.78	1	1
Electrician	\$13.00	\$18.27	\$15.64	\$18.50	\$23.39	\$20.95	\$18.80	33	2
Electronic Technician	\$16.00	\$16.00	\$16.00	\$21.00	\$21.00	\$21.00	\$21.00	1	1
EMT	\$12.76	\$12.76	\$12.76	\$15.69	\$15.69	\$15.69	\$15.69	4	1
Engineering Manager	n/r	n/r	n/a	\$19.72	\$19.72	\$19.72	\$19.72	1	1
Engineering Technician	\$17.50	\$21.01	\$19.26	\$16.13	\$28.68	\$20.77	\$19.61	4	3
Equipment Mechanic	\$14.15	\$18.77	\$16.84	\$19.81	\$20.02	\$19.94	\$20.00	21	3
Equipment Operator	\$15.79	\$15.79	\$15.79	\$15.79	\$17.00	\$16.40	\$15.85	20	2
Estimator	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	\$19.00	2	1
Fabricators	\$10.00	\$18.00	\$14.00	\$11.92	\$21.00	\$15.97	\$15.57	20	3
Financial Aid Advisor	\$15.68	\$15.68	\$15.68	\$17.82	\$17.82	\$17.82	\$17.82	5	1
Fire Captain	\$28.29	\$28.29	\$28.29	\$30.56	\$30.56	\$30.56	\$30.56	15	1
Fire Engineer	\$16.61	\$16.61	\$16.61	\$19.81	\$19.81	\$19.81	\$19.81	18	1
Fire Inspector	\$18.32	\$18.32	\$18.32	\$21.98	\$21.98	\$21.98	\$21.98	1	1
Firefighter	\$13.31	\$13.31	\$13.31	\$13.31	\$13.31	\$13.31	\$13.31	21	1
Food Service Supervisor	\$8.50	\$8.50	\$8.50	\$11.00	\$11.00	\$11.00	\$11.00	3	1
Food Service Worker- non-tipped	\$7.97	\$11.35	\$9.11	\$8.50	\$11.43	\$9.64	\$9.22	21	3
Food Service Worker- tipped	\$4.65	\$4.65	\$4.65	\$5.25	\$5.25	\$5.25	\$5.25	28	1

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Foreman	\$21.90	\$21.90	\$21.90	\$22.50	\$22.50	\$22.50	\$22.50	5	1
General Laborer	\$10.50	\$13.00	\$11.77	\$11.00	\$17.00	\$13.39	\$13.14	82	5
General Office	\$12.00	\$12.48	\$12.24	\$13.00	\$14.73	\$13.87	\$14.34	22	2
Heavy Equipment Operator	\$13.80	\$17.43	\$15.62	\$18.72	\$20.05	\$19.39	\$19.94	71	2
Help Desk Operator	\$13.30	\$13.30	\$13.30	\$15.78	\$15.78	\$15.78	\$15.78	3	1
Human Resources Asst.	\$10.28	\$18.12	\$14.08	\$11.03	\$20.54	\$16.19	\$15.70	13	11
IT Manager	\$18.28	\$18.28	\$18.28	\$18.28	\$18.28	\$18.28	\$18.28	1	1
IT Specialist	\$16.28	\$19.03	\$17.66	\$16.28	\$27.62	\$22.92	\$25.61	7	3
Janitor	\$9.28	\$15.00	\$11.18	\$9.92	\$15.00	\$12.24	\$11.23	148	8
Librarian	\$21.01	\$21.01	\$21.01	\$23.62	\$23.62	\$23.62	\$23.62	5	1
Library Assistant	\$9.78	\$15.68	\$12.75	\$10.78	\$17.90	\$14.22	\$13.84	36	5
Line Supervisor	n/r	n/r	n/a	\$18.88	\$18.88	\$18.88	\$18.88	4	1
Machine Operator Extrusion	\$16.77	\$16.77	\$16.77	\$20.36	\$20.36	\$20.36	\$20.36	4	1
Machine Operator with Set-up	\$15.00	\$17.44	\$16.22	\$22.60	\$24.22	\$23.41	\$22.68	21	2
Machine Operator without Set-up	n/r	n/r	n/a	\$14.00	\$14.00	\$14.00	\$14.00	1	1
Maintenance Foreman	\$20.86	\$24.00	\$22.43	\$25.33	\$27.00	\$26.17	\$25.75	4	2
Maintenance Mechanic	\$12.00	\$17.30	\$14.65	\$16.00	\$21.01	\$18.51	\$19.34	6	2
Maintenance Technician	\$9.00	\$16.00	\$13.32	\$12.30	\$17.10	\$15.05	\$15.81	21	5

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Maintenance-General	\$7.65	\$14.75	\$11.59	\$1.00	\$16.31	\$10.89	\$13.07	55	7
Manager	\$12.53	\$12.53	\$12.53	n/r	n/r	n/a	n/a	10	1
Materials Handler	\$9.68	\$13.28	\$11.07	\$11.71	\$15.13	\$13.44	\$13.43	181	3
Mechanic-Heavy Equipment	\$15.28	\$15.28	\$15.28	\$16.03	\$16.03	\$16.03	\$16.03	4	1
Medical Assistant	\$12.00	\$12.00	\$12.00	\$14.59	\$14.59	\$14.59	\$14.59	20	1
Medical Records	\$10.12	\$10.12	\$10.12	\$13.63	\$13.63	\$13.63	\$13.63	9	1
Meter Reader	\$12.65	\$12.65	\$12.65	\$16.48	\$16.48	\$16.48	\$16.48	4	1
Network Administrator	\$24.36	\$24.36	\$24.36	\$31.36	\$31.36	\$31.36	\$31.36	1	1
Nurse-Registered	\$16.88	\$23.78	\$20.33	\$21.00	\$34.86	\$27.93	\$34.57	389	2
Occupational Therapist	\$26.58	\$26.58	\$26.58	\$39.04	\$39.04	\$39.04	\$39.04	4	1
Office Manager	\$8.00	\$18.32	\$12.33	\$12.60	\$19.96	\$15.89	\$17.63	7	4
Packer/Picker	\$10.00	\$12.00	\$11.00	\$11.50	\$13.25	\$12.38	\$12.44	28	2
Painter	\$16.92	\$16.92	\$16.92	\$14.72	\$19.73	\$17.23	\$15.97	4	2
Paralegal	\$19.51	\$19.51	\$19.51	\$25.33	\$25.33	\$25.33	\$25.33	1	1
Parts Advisor	\$15.79	\$20.60	\$18.20	\$16.75	\$20.60	\$18.68	\$18.68	2	2
Payroll Clerk	\$16.92	\$16.92	\$16.92	\$21.89	\$21.89	\$21.89	\$21.89	1	1
Payroll Specialist	\$11.28	\$18.77	\$14.80	\$11.28	\$21.51	\$18.50	\$17.72	7	5
Payroll Supervisor	\$11.37	\$11.37	\$11.37	\$11.37	\$11.37	\$11.37	\$11.37	1	1

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Permit Technician	\$15.03	\$15.03	\$15.03	\$16.58	\$16.58	\$16.58	\$16.58	2	1
Phlebotomist	\$11.33	\$11.33	\$11.33	\$13.89	\$13.89	\$13.89	\$13.89	23	1
Physical Therapist	\$26.36	\$26.36	\$26.36	\$37.99	\$37.99	\$37.99	\$37.99	12	1
Plant Trainer	\$19.37	\$19.37	\$19.37	\$23.52	\$23.52	\$23.52	\$23.52	1	1
Police Lieutenant	\$31.19	\$31.19	\$31.19	\$39.25	\$39.25	\$39.25	\$39.25	2	1
Police Officer	\$16.92	\$21.53	\$19.65	\$21.01	\$24.51	\$23.27	\$24.28	91	3
Police Sergeant	\$27.56	\$29.56	\$28.56	\$33.55	\$33.94	\$33.75	\$33.75	20	2
Process Improv Tech	\$16.89	\$16.89	\$16.89	\$20.51	\$20.51	\$20.51	\$20.51	1	1
Production Assistant	\$14.17	\$18.00	\$16.09	\$17.21	\$18.00	\$17.61	\$17.25	21	2
Production Control Specialist	\$18.00	\$18.00	\$18.00	\$16.75	\$16.75	\$16.75	\$16.75	2	1
Production Operator	\$17.43	\$17.43	\$17.43	\$20.63	\$20.63	\$20.63	\$20.63	6	1
Program Director Assistant	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	1	1
Program Manager	\$10.78	\$10.78	\$10.78	\$10.78	\$10.78	\$10.78	\$10.78	1	1
Programmer/CNC	\$18.00	\$18.00	\$18.00	\$26.10	\$26.10	\$26.10	\$26.10	1	1
Project Manager	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	\$23.45	1	1
Public Works Inspector	\$18.32	\$18.32	\$18.32	\$21.67	\$21.67	\$21.67	\$21.67	6	1
Purchasing Assistant	\$11.00	\$14.53	\$12.77	\$14.00	\$18.30	\$16.15	\$16.15	2	2
Purchasing Coordinator	n/r	n/r	n/a	\$20.00	\$20.00	\$20.00	\$20.00	1	1

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Quality Assurance/Inspection	\$14.34	\$15.00	\$14.67	\$17.42	\$20.07	\$18.75	\$18.56	7	2
Receptionist/Switchboard	\$9.78	\$12.96	\$11.43	\$9.78	\$15.72	\$13.20	\$12.41	11	4
Registrar	\$10.78	\$10.78	\$10.78	\$13.16	\$13.16	\$13.16	\$13.16	2	1
Sales/Marketing	\$10.00	\$10.00	\$10.00	\$24.00	\$24.00	\$24.00	\$24.00	58	1
Scheduler/Planner	\$10.00	\$12.43	\$11.22	\$11.00	\$15.62	\$13.31	\$15.26	13	2
Secretary-Executive	\$16.69	\$17.28	\$16.99	\$20.92	\$21.03	\$20.98	\$20.94	7	2
Secretary-General	\$10.28	\$13.81	\$12.37	\$11.37	\$16.57	\$15.02	\$14.37	29	4
Secretary-Legal	\$15.24	\$15.41	\$15.33	\$17.99	\$21.34	\$19.67	\$19.11	3	2
Security Guard	\$10.51	\$11.00	\$10.76	\$11.78	\$13.28	\$12.52	\$13.05	27	3
Service Technician	\$15.55	\$16.00	\$15.78	\$16.00	\$17.07	\$16.54	\$16.54	8	2
Shipping/Receiving Clerk	\$9.78	\$13.63	\$11.56	\$10.84	\$16.91	\$13.47	\$12.72	24	7
Shop Manager	\$18.00	\$18.00	\$18.00	\$27.00	\$27.00	\$27.00	\$27.00	1	1
Speech Language Pathologist	\$24.52	\$24.52	\$24.52	\$36.78	\$36.78	\$36.78	\$36.78	2	1
Surveyor	\$21.24	\$21.24	\$21.24	\$27.74	\$27.74	\$27.74	\$27.74	1	1
Tax Auditor	\$23.43	\$23.43	\$23.43	\$24.62	\$24.62	\$24.62	\$24.62	1	1
Teacher/Instructor	\$15.00	\$15.00	\$15.00	\$23.04	\$23.04	\$23.04	\$23.04	23	1
Teaching Aide	\$8.28	\$13.46	\$10.58	\$9.93	\$14.58	\$11.50	\$10.09	114	3
Toolmaker	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	\$16.00	2	1

HOURLY WORKERS JOB CLASSIFICATION	Low Entry Wage	High Entry Wage	Average Entry Wage	Low Average Wage	High Average Wage	Mean Average Wage	Weighted Average Wage	Number of Employees Reported	Number of Firms Hourly
Truck Driver	\$13.20	\$13.20	\$13.20	\$16.41	\$16.41	\$16.41	\$16.41	40	1
Utility Worker	\$14.31	\$14.31	\$14.31	\$15.49	\$15.49	\$15.49	\$15.49	13	1
Video Technician	\$16.92	\$16.92	\$16.92	\$19.44	\$19.44	\$19.44	\$19.44	1	1
Warehouse Supervisor	\$15.00	\$19.37	\$17.19	\$17.00	\$23.52	\$20.26	\$20.26	2	2
Water Resources Director	n/r	n/r	n/a	\$26.16	\$26.16	\$26.16	\$26.16	1	1
Web Designer/Developer	n/r	n/r	n/a	\$23.00	\$23.00	\$23.00	\$23.00	1	1
Welder	\$18.77	\$18.77	\$18.77	\$15.57	\$18.77	\$17.17	\$15.78	15	2
X-Ray Technician	\$20.08	\$20.08	\$20.08	\$26.22	\$26.22	\$26.22	\$26.22	12	1

WAGE SUMMARY – SALARIED WORKERS**Quad-City, Arizona Area**

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Accountant	\$51,906.87	6	6
Accounting Supervisor	\$68,410.67	3	3
Administrative Assistant	\$42,500.00	5	4
Admissions Coordinator	\$29,904.50	3	2
Advisor	\$46,915.00	10	1
Application Developer	\$96,995.00	1	1
Associate Dean	\$80,274.00	3	1
Athletic Coach	\$53,147.00	4	1
Auditor	\$58,000.00	1	1
Benefits Specialist	\$58,174.00	1	1
Business Analyst	\$63,502.00	1	1
Business Manager	\$49,843.50	5	2
Business Office Manager	\$35,500.00	1	1
Buyer/Purchaser	\$57,742.05	5	4
Chef	\$61,089.00	1	1

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Chief Academic Officer	\$98,200.00	1	1
Chief Executive Officer	\$78,553.92	5	5
Chief Financial Officer	\$88,034.00	3	3
Chief Operations Officer	\$70,660.80	3	3
Chief Technology Officer	\$113,484.00	1	1
City Clerk	\$69,075.00	2	2
City Engineer	\$90,313.20	2	2
City Manager	\$108,605.00	2	2
City Prosecutor	\$109,075.00	1	1
Community Development Director/Coordinator	\$74,084.50	2	2
Computer Systems Administrator	\$71,623.67	5	3
Computer Technical Support	\$46,121.00	4	1
Computer Technician	\$26,048.00	4	1
Construction Manager	\$95,000.00	1	1
Construction Supervisor	\$73,500.00	14	2
Controller	\$88,882.00	1	1
Coordinator	\$36,359.50	9	3
Curator	\$30,000.00	1	1

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Customer Service Manager	\$51,000.00	1	1
Customer Service Representative	\$54,047.00	1	1
Customer Service Supervisor	\$48,776.00	1	1
Database Administrator	\$65,453.00	2	2
Dean	\$89,120.00	8	1
Deputy Manager	\$74,995.00	2	2
Director	\$94,314.18	23	4
Director of Finance	\$98,267.20	4	4
Director of Maintenance	\$85,000.00	1	1
Director, Facilities Planning	\$98,692.00	1	1
Director, Human Resources	\$105,963.00	1	1
Director, Purchasing	\$65,003.00	1	1
Drafter-CAD	\$48,360.00	1	1
Education Coordinator	\$38,879.14	7	1
Engineer	\$82,497.60	3	2
Engineering Technician	\$62,054.00	3	2
Estimator	\$70,875.00	6	4
Executive Director	\$67,800.00	2	2

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Financial Analyst	\$72,348.50	2	2
Fire Chief	\$114,982.00	1	1
Food Service Supervisor	\$36,339.35	2	2
General Manager	\$101,333.33	3	3
Grants Coordinator	\$53,345.33	3	3
Graphic Artist/Designer	\$48,023.50	2	2
Help Desk Manager	\$66,549.50	2	2
Human Resources Asst.	\$43,000.00	1	1
Human Resources Manager	\$79,388.55	8	8
Institutional Research	\$54,536.00	3	1
Instructional Design	\$50,176.00	3	1
IT Manager	\$73,149.26	9	7
IT Project Manager	\$55,000.00	1	1
Lead Librarian	\$49,920.00	2	1
Librarian	\$44,138.50	2	2
Librarian-Children's	\$48,127.00	6	1
Library Director	\$67,793.84	3	3
Logistics Manager	\$90,000.00	1	1

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Magistrate Judge	\$63,706.00	1	1
Maintenance Manager	\$88,882.00	1	1
Management Assistant	\$40,000.00	1	1
Materials Manager	\$88,882.00	1	1
Network Administrator	\$73,785.33	4	3
Nurse Educator	\$73,693.00	3	1
Nurse-Registered	\$32,564.02	9	1
Occupational Therapist	\$61,356.50	4	2
Office Manager	\$68,500.00	2	2
Operations Supervisor	\$63,864.00	3	1
Operators Manager	\$70,000.00	2	1
Paralegal	\$81,993.00	1	1
Park/Recreation Director	\$81,993.00	1	1
Parks Superintendent	\$65,499.00	1	1
Payroll Specialist	\$50,778.00	1	1
Physical Therapist	\$56,725.00	2	2
Planner	\$53,320.00	2	1
Plant Manager	\$99,358.00	2	2

SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Police Chief	\$102,297.00	2	2
Police Lieutenant	\$79,924.00	4	1
President	\$181,194.27	3	3
Principals and Assistants	\$65,401.41	12	1
Product Manager	\$53,000.00	11	1
Professor	\$57,063.00	115	1
Project Manager	\$86,190.00	1	1
Psychologist	\$46,810.00	5	1
Public Affairs Director	\$75,004.00	1	1
Public Affairs Manager	\$60,000.00	1	1
Quality Assurance Manager	\$76,000.00	1	1
Registrar	\$70,801.00	1	1
Restaurant Manager	\$36,009.50	5	2
Risk Manager	\$70,990.00	1	1
Risk Technician	\$46,425.00	1	1
Safety Manager	\$53,566.00	4	4
Sales Manager	\$85,000.00	2	1
Sales/Marketing	\$85,000.00	7	1

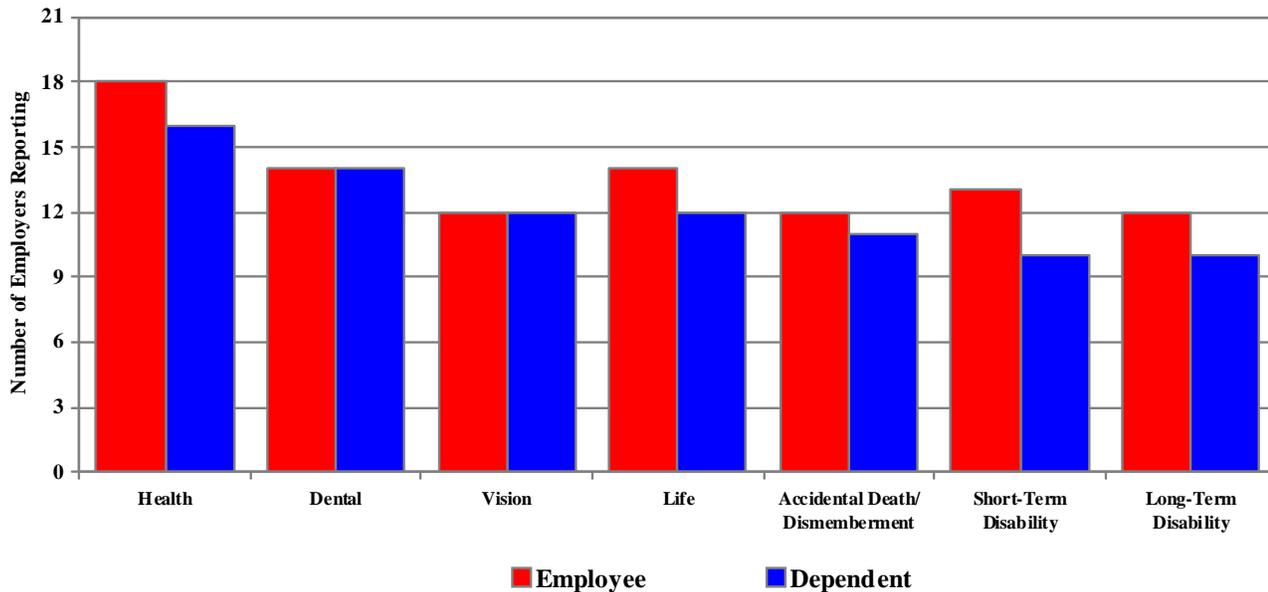
SALARIED WORKERS JOB CLASSIFICATION	Average Annual Salary	Number of Employees Reported	Number of Firms Salary
Scheduler/Planner	\$54,047.00	1	1
School Administrator	\$114,000.00	1	1
School Counselor	\$44,359.41	5	1
Secretary-Executive	\$58,751.00	2	2
Shop Manager	\$89,700.00	1	1
Speech Language Pathologist	\$41,610.00	3	1
Supervisor	\$44,686.00	4	1
Tax Manager	\$53,664.00	1	1
Teacher/Instructor	\$37,190.43	293	2
Traffic Manager	\$76,558.00	2	2
Training Coordinator	\$71,500.00	1	1
Vice President	\$116,964.50	2	2
Vice President Development	\$119,072.10	2	2
Vice President Operations	\$127,964.50	2	2
Warehouse Manager	\$101,000.00	1	1
Warehouse Supervisor	\$55,000.00	10	2
Web Designer/Developer	\$56,891.00	1	1

FRINGE BENEFITS SECTION

FRINGE BENEFITS – HOURLY WORKERS

The following pages deal with fringe benefits reported by the participating companies for their hourly workers.

INSURANCE COVERAGE – HOURLY WORKERS



The above chart separates insurance coverage into the categories of health, dental, vision, life, accident, short-term disability and long-term disability and gives the number of participating employers reporting offering each type of insurance coverage for their hourly workers and families. As noted, eighteen (18) of the participating companies reported providing health insurance for hourly employees, and sixteen (16) companies reported providing health insurance for dependents.

The table on the following page shows the average percent of premium paid by the company for hourly employees and dependents in each of the insurance categories.

INSURANCE PREMIUMS PAID – HOURLY WORKERS

Type of Insurance	Number of Companies Providing	Average % of Premium Paid
Health		
Employee	18	77%
Dependent	16	32%
Dental		
Employee	14	44%
Dependent	14	12%
Vision		
Employee	12	41%
Dependent	12	13%
Life		
Employee	14	79%
Dependent	12	33%
Accidental Death/ Dismemberment		
Employee	12	58%
Dependent	11	18%
Short-Term Disability		
Employee	13	64%
Dependent	10	0%
Long-Term Disability		
Employee	12	58%
Dependent	10	0%

Other insurance information as reported by the participating employers includes:

- \$200 flat rate paid per month

- Company health insurance is paid as a reimbursement to the employee upon proof of coverage regardless of employee, dependent or family:

After 1 year employment \$150/month

After 2 years employment \$300/month

After 3 years employment \$400/month

FINANCIAL PLANS – HOURLY WORKERS

Many of the participating companies offered various financial plans to their hourly employees, as illustrated in the following chart. Many employers offer more than one plan.

Financial Plans Offered – Hourly Workers	# of Employers
401K Plan	10
Health Savings Plan/FSA	10
Tuition Reimbursement	9
Production/Incentive Bonus	5
Pension Plan	5
Annual Bonus	4
Credit Union	4
Profit-Sharing Plan/Gainsharing	4
403B Plan	3
IRA/SEP	3
Monthly Bonus	2
Savings Plan	2
Attendance Bonus	1
Quarterly Bonus	1

In addition to insurance benefits and financial plans, many of the participating companies reported offering other benefits to their hourly employees as shown below. Many employers offer more than one other benefit.

Other Benefits – Hourly Workers	# of Employers
Business Travel/Mileage	20
Supplemental Life Insurance	13
Prescription Drug Card	10
Eyewear Discount	9
Cell Phone	8
Employee Assistance Plan	7
Uniform Discount	7
Computer	6
Legal	4
Identity Theft	3
Meals	1

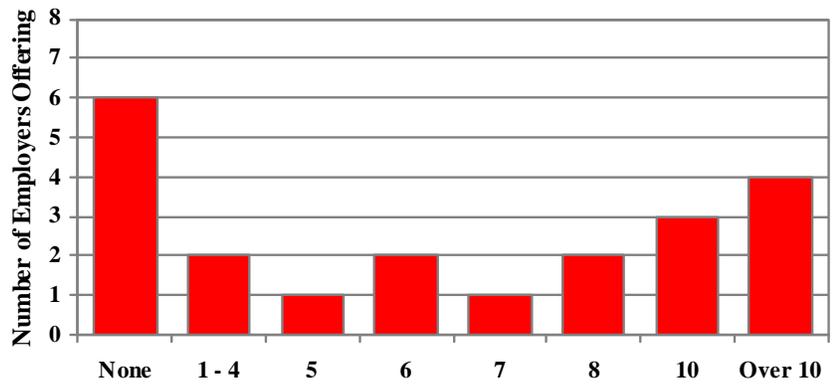
PAID LEAVE – HOURLY WORKERS

The following information reflects the data collected from the participating employers on paid time off or paid leave for hourly workers. Examples of paid leave include holidays, vacation, and sick leave. Although most of the participating companies reported information for each of the paid leave categories, two (2) companies reported combining these categories into general leave or personal time off (PTO). In these companies, specific numbers of PTO hours/days per year may be used for all or most of the paid leave categories.

Holidays – Hourly Workers

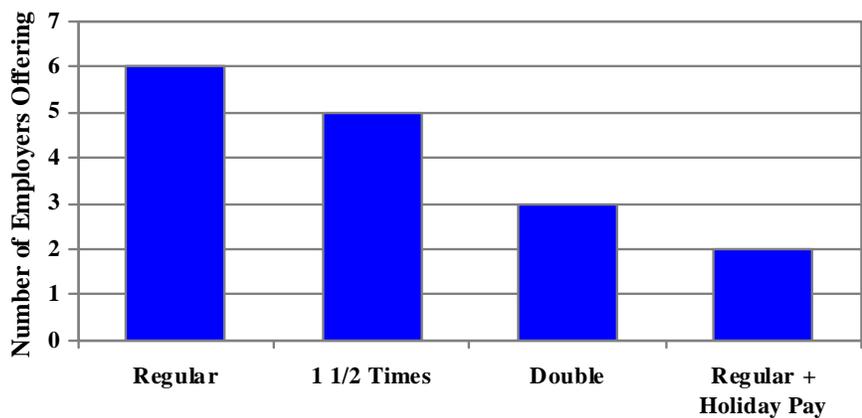
The number of paid holidays per year for hourly workers as reported by the responding employers ranges from none to over ten as illustrated in the chart on the following page.

**Number of Paid Holidays Per Year
Hourly Workers**



Those companies which responded to the holiday pay question reported the following pay rates for those hourly workers who work on holidays.

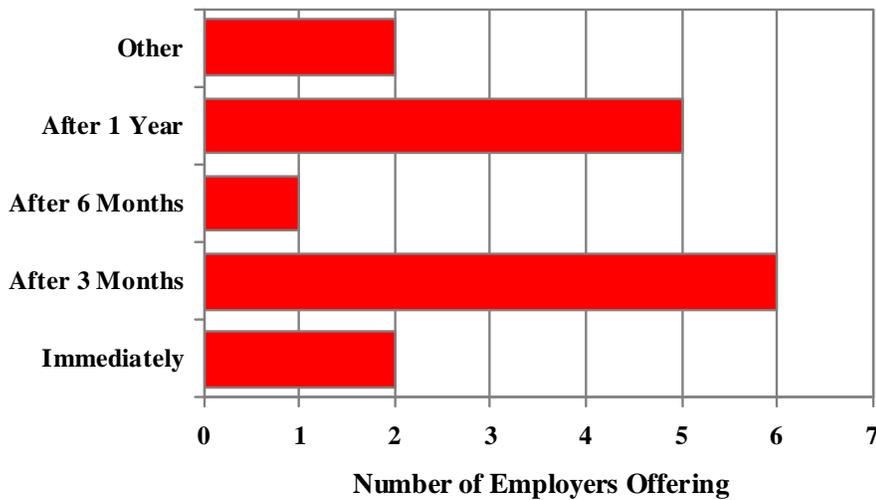
Holiday Pay - Hourly Workers



Vacation – Hourly Workers

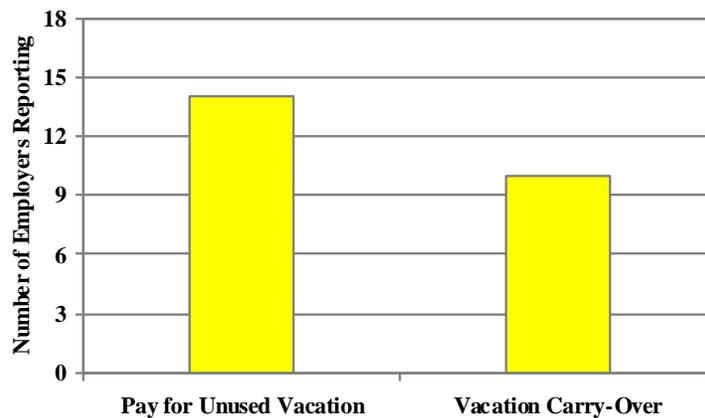
Seventeen (17) of the participating employers reported vacation time for hourly employees. Reported eligibility periods for vacation time are shown in the following chart.

Vacation Eligibility Periods - Hourly Workers



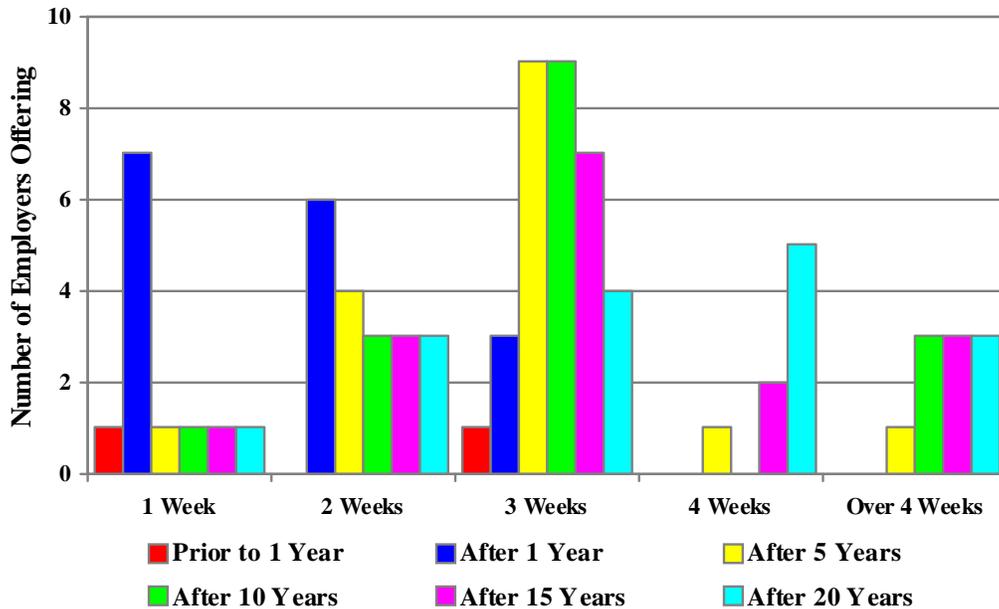
“Other” includes “January after hire date” and “depends on hire date”.

Further, of the reporting companies, fourteen (14) reported pay for unused vacation time, and ten (10) companies allowed vacation carry-over for their hourly workers.



The accompanying chart shows the number of participating companies who reported offering specific numbers of vacation weeks prior to one year of employment, after one year of employment, after five years, after ten years, after fifteen years and after twenty years of employment. Six (6) companies reported prorating vacation time during the first year.

Number of Vacation Weeks - Hourly Workers



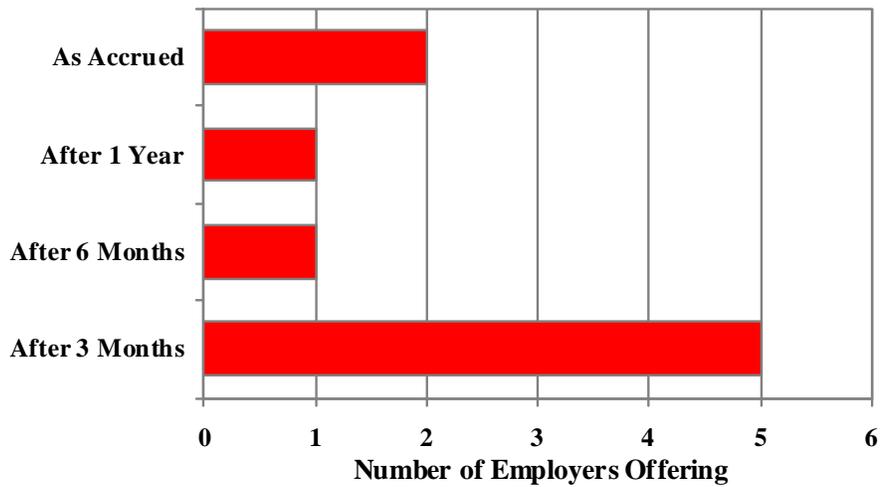
Other vacation information as reported by the participating employers includes:

- Vacation and sick time are tallied together
- Employees earn one day of vacation years 0 - 5; years 6 – 10 earn 1.25 days; years 11 and up earn 1.5 days

Sick Leave – Hourly Workers

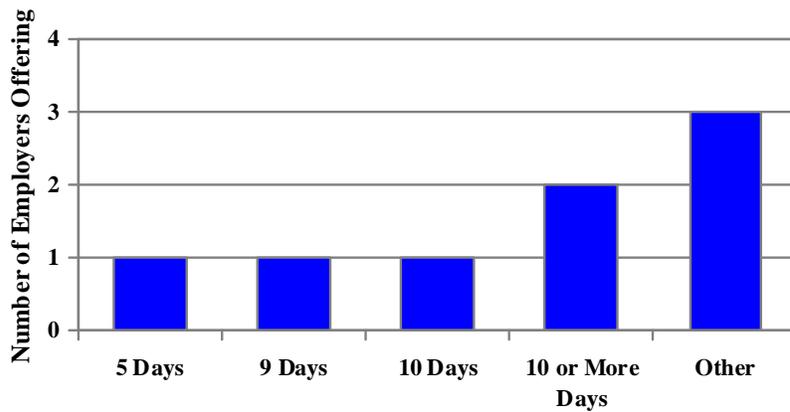
Of the participating companies, nine (9) reported offering paid sick leave for hourly employees. The following chart gives eligibility times for sick leave for hourly workers.

**Sick Leave Eligibility Periods
Hourly Workers**



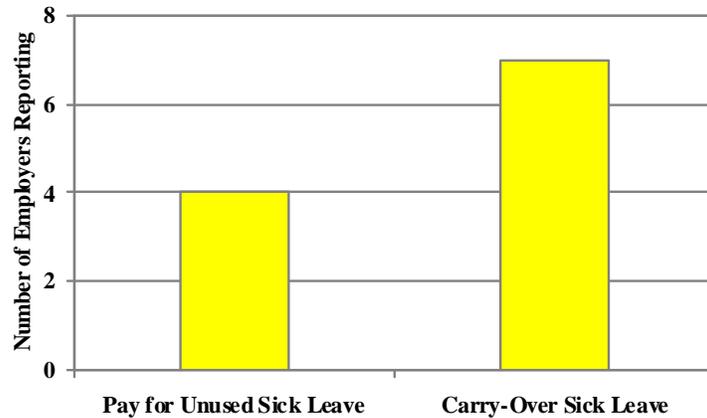
Participating employers reported the number of paid sick days per year to be the following:

**Number of Paid Sick Days Per Year
Hourly Workers**



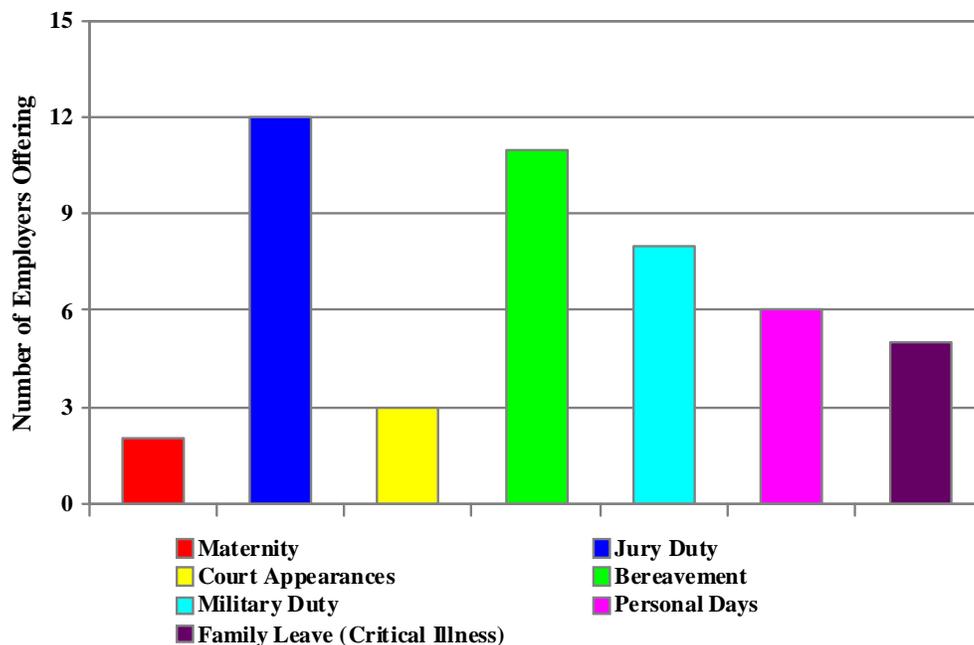
“Other” includes 32 hours; two (2) 4-hour days; and no written policy.

Additionally, of the reporting companies, four (4) companies reported pay for unused sick leave, and seven (7) allowed sick leave carry-over for hourly workers.



Other Paid Leave – Hourly Workers

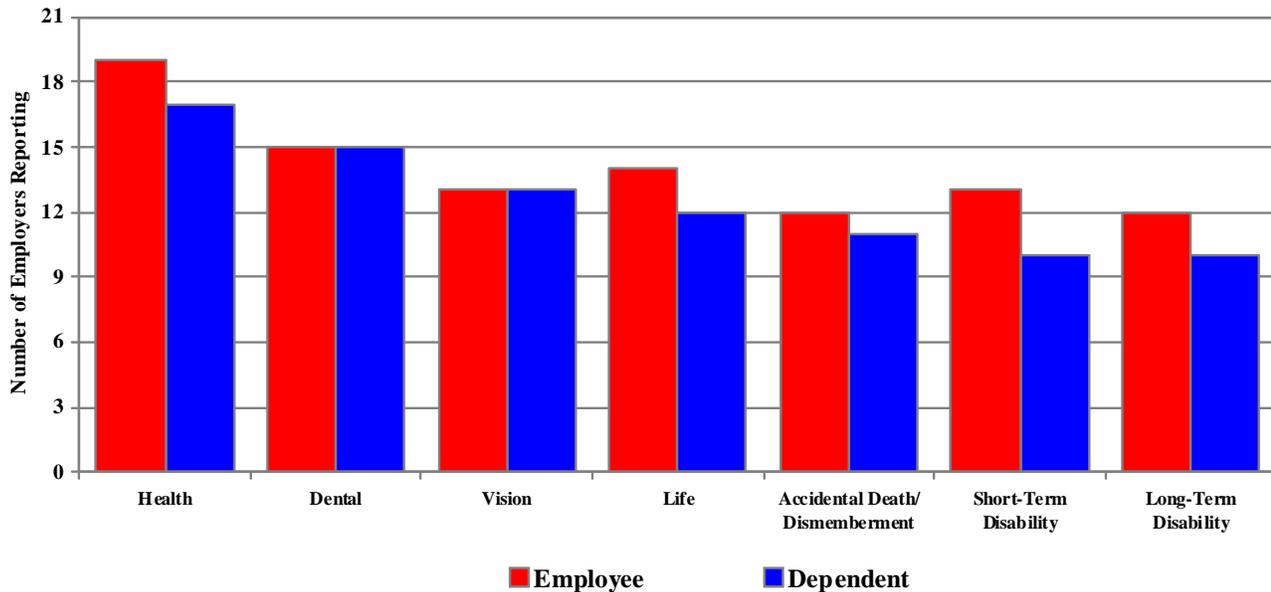
Participating employers were asked to report whether their companies gave additional paid time off to hourly employees for maternity/paternity, jury duty, bereavement, military duty or other categories. The chart below shows the number of companies reporting each category.



FRINGE BENEFITS – SALARIED WORKERS

The following pages deal with fringe benefits reported by the participating companies for their salaried workers.

INSURANCE COVERAGE – SALARIED WORKERS



The above chart separates insurance coverage into the categories of health, dental, vision, life, accident, short-term disability and long-term disability and gives the number of participating employers reporting offering each type of insurance coverage for their salaried workers and families regardless of the percent of premium paid for by the company. As noted, nineteen (19) of the participating companies reported providing health insurance for salaried employees, and seventeen (17) companies reported providing health insurance for dependents.

The table on the following page shows the average percent of premium paid by the company for salaried employees and dependents in each of the insurance categories.

INSURANCE PREMIUMS PAID – SALARIED WORKERS

Type of Insurance	Number of Companies Providing	Average % of Premium Paid
Health		
Employee	19	78%
Dependent	17	34%
Dental		
Employee	15	46%
Dependent	15	16%
Vision		
Employee	13	44%
Dependent	13	18%
Life		
Employee	14	79%
Dependent	12	42%
Accidental Death/ Dismemberment		
Employee	12	58%
Dependent	11	18%
Short-Term Disability		
Employee	13	59%
Dependent	10	10%
Long-Term Disability		
Employee	12	49%
Dependent	10	10%

Other insurance information as reported by the participating employers includes:

- \$200 flat rate paid per month

- Company health insurance is paid as a reimbursement to the employee upon proof of coverage regardless of employee, dependent or family:

After 6 months employment \$300/month

After 3 years employment \$800/month

FINANCIAL PLANS – SALARIED WORKERS

Many of the participating companies offered various financial plans to their salaried employees, as illustrated in the following chart. Many employers offer more than one plan.

Financial Plans Offered – Salaried Workers	# of Employers
Health Savings Plan/FSA	11
401K Plan	10
Annual Bonus	10
Tuition Reimbursement	10
Production/Incentive Bonus	6
403B Plan	5
Profit-Sharing Plan/Gainsharing	5
Pension Plan	5
Credit Union	4
IRA/SEP	4
Quarterly Bonus	3
Safety Bonus	3
Savings Plan	2
Monthly Bonus	1
Attendance Bonus	1

In addition to insurance benefits and financial plans, many of the participating companies reported offering other benefits to their salaried employees as shown below. Many employers offer more than one other benefit.

Other Benefits – Salaried Workers	# of Employers
Business Travel/Mileage	22
Supplemental Life Insurance	13
Cell Phone	12
Prescription Drug Card	11
Eyewear Discount	10
Computer	9
Employee Assistance Plan	6
Uniform Discount	6
Legal	5
Identity Theft	3
Transportation	2
Meals	1

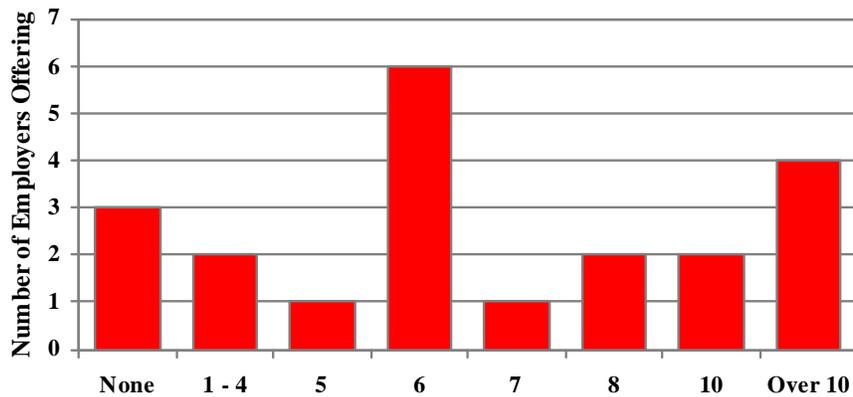
PAID LEAVE – SALARIED WORKERS

The following information reflects the data collected from the participating employers on paid time off or paid leave for salaried workers. Examples of paid leave include holidays, vacation, and sick leave. Although most of the participating companies reported information for each of the paid leave categories, two (2) companies reported combining these categories into general leave or personal time off (PTO). In these companies, specific numbers of PTO hours/days per year may be used for all or most of the paid leave categories.

Holidays – Salaried Workers

The number of paid holidays per year for salaried workers as reported by the responding employers ranges from none to over ten as illustrated in the chart below.

**Number of Paid Holidays Per Year
Salaried Workers**



Vacation – Salaried Workers

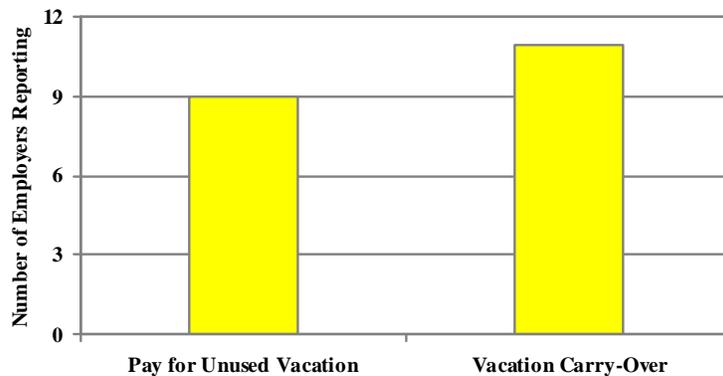
Twenty-one (21) of the participating employers reported vacation time for salaried employees. Reported eligibility periods for vacation time are shown in the chart below.

Vacation Eligibility Periods - Salaried Workers



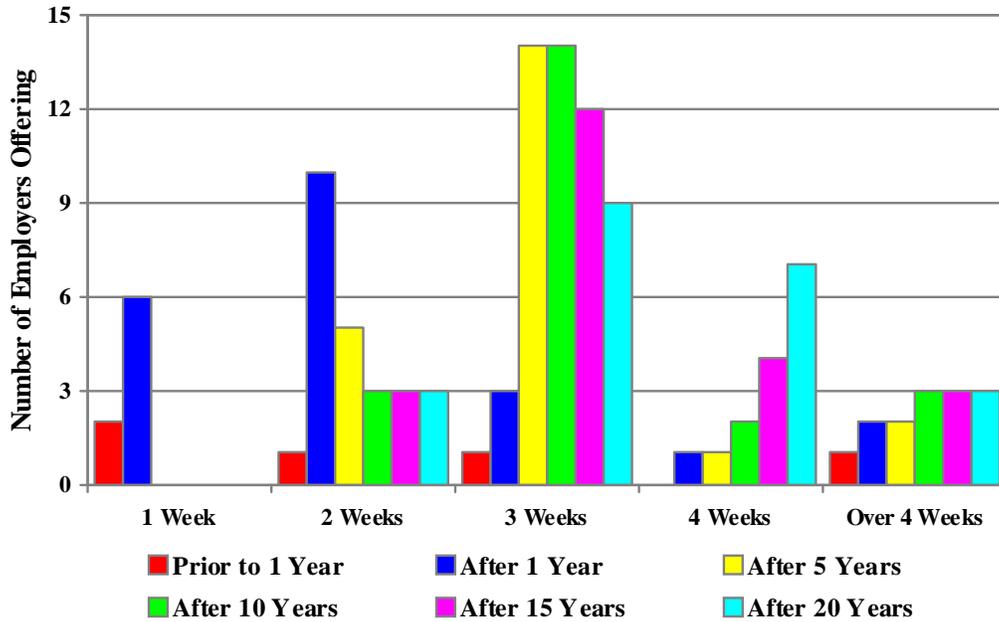
“Other” includes “depends on hire date” and “informal policy”.

Further, of the reporting companies, nine (9) reported pay for unused vacation time, and eleven (11) companies allowed vacation carry-over for their salaried workers.



The accompanying chart shows the number of participating companies who reported offering specific numbers of vacation weeks prior to one year of employment, after one year of employment, after five years, after ten years, after fifteen years and after twenty years of employment. Eight (8) companies reported prorating vacation time during the first year.

Number of Vacation Weeks - Salaried Workers



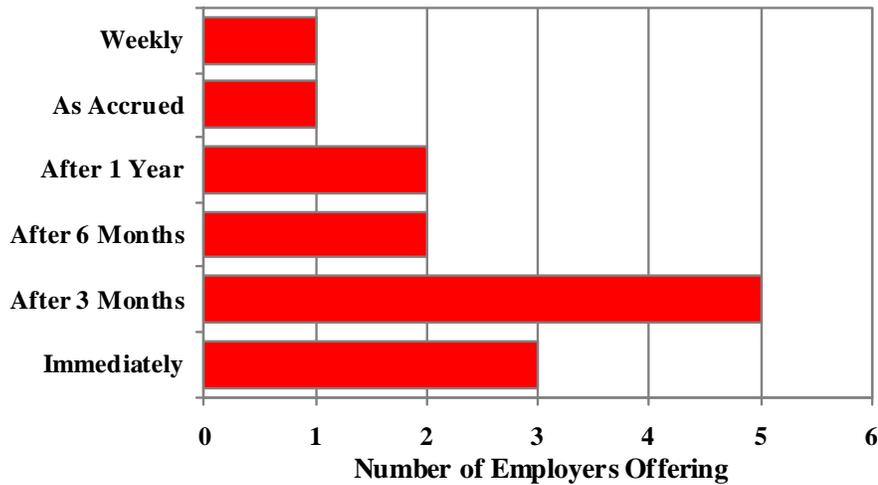
Other vacation information as reported by the participating employers includes:

- Vacation and sick time are tallied together
- Employees earn one day of vacation years 0 - 5; years 6 – 10 earn 1.25 days; years 11 and up earn 1.5 days; Some employees earn 20 days per year.

Sick Leave – Salaried Workers

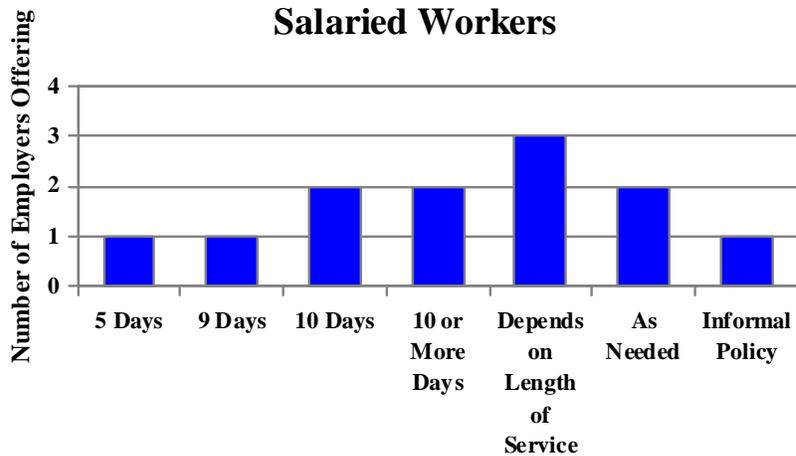
Of the participating companies, fifteen (15) reported offering paid sick leave for salaried employees. The following chart gives eligibility times for sick leave for salaried workers.

**Sick Leave Eligibility Periods
Salaried Workers**

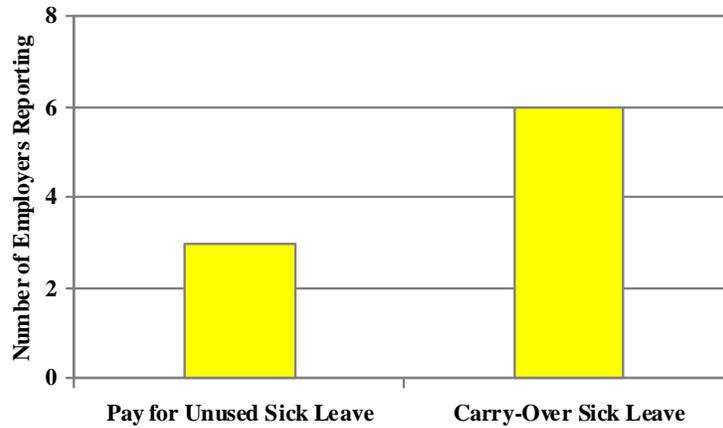


Participating employers reported the number of paid sick days per year to be the following:

**Number of Paid Sick Days Per Year
Salaried Workers**

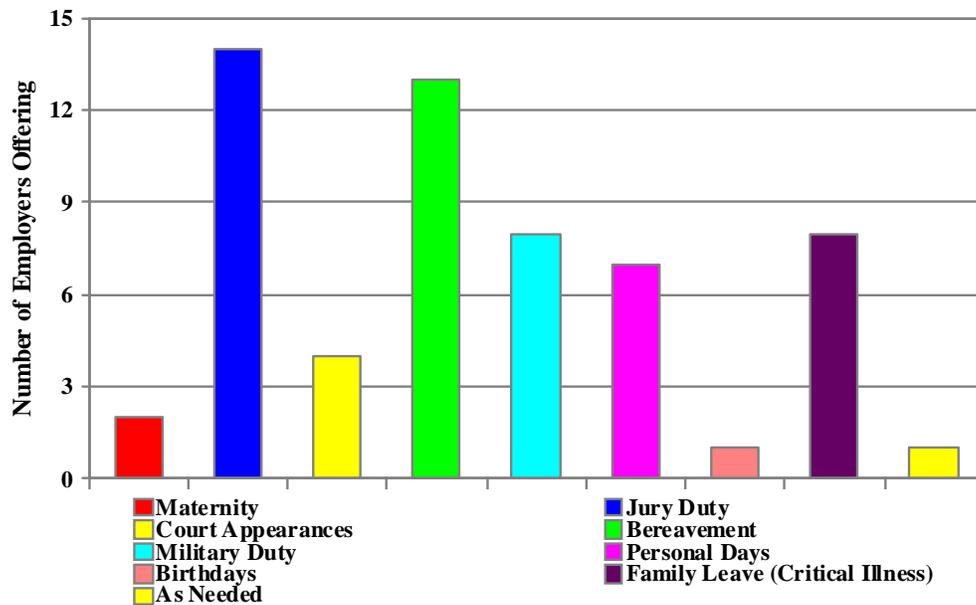


Additionally, of the reporting companies, three (3) companies reported pay for unused sick leave, and six (6) allowed sick leave carry-over for salaried workers.



Other Paid Leave – Salaried Workers

Participating employers were asked to report whether their companies gave additional paid time off to salaried employees for maternity/paternity, jury duty, bereavement, military duty or other categories. The chart below shows the number of companies reporting each category.





THE PATHFINDERS
P.O. Box 702317
Dallas, Texas 75370

972-387-3750 Telephone

info@thepathfindersus.com

web site: www.thepathfindersus.com