

September 22, 2014

Herb J. Wesson, Jr.
President, Los Angeles City Council
Councilmember, 10th District
200 North Spring Street, Room 430
Los Angeles, California 90012

Dear Mr. Wesson:

We have completed our analysis of the potential impact of the proposed City of Los Angeles (LA) Living Wage Ordinance based upon the questions provided to us in your letter dated July 7, 2014. The answers provided herein are based on our present knowledge of the competitive lodging market as of the completion of our fieldwork in September 2014. The following report summarizes our findings and reflects the conclusion of our analysis.

The terms of this engagement are such that we have no obligation to revise this report to reflect events or conditions which occur subsequent to the date of completion of our fieldwork; however, we are available to discuss the necessity for revision in view of changes in the economy or market factors which have a material effect on the proposed property. This report is subject to the Statement of Assumptions and Limiting Conditions presented in the Addenda, as well as to any assumptions presented herein.

We appreciate the opportunity of working on this assignment and look forward to answering any questions you may have regarding our findings and conclusions presented herein.

Sincerely,

PKF Consulting USA



Bruce Baltin
Senior Vice President

Introduction

This report contains a comparative analysis of the proposed Living Wage Ordinance for the City of Los Angeles with the precedent ordinances implemented in the LAX Corridor, Long Beach, SeaTac Airport, Seattle and proposed in San Francisco. We have also provided trends in room sales, payroll, and unemployment rates within the hotel and motel industry for the Los Angeles Metropolitan Statistical Area (MSA). As part of our research, we interviewed hotel General Managers at properties within the LAX Corridor, City of Los Angeles, Long Beach and Seattle to understand how the precedent ordinances have impacted their hotel operations. Finally, we also interviewed hotel General Managers within the City of LA to ascertain how the proposed ordinance would potentially affect their operation

Background

The Los Angeles City Council introduced a motion on February 18, 2014 that would increase the minimum hourly minimum wage to \$15.37 at all hotels in the City of LA with 100 or more guestrooms. The motion was co-sponsored by Council Members Mike Bonin (West LA - District 11), Nury Martinez (Northeast San Fernando Valley – District 6) and Curren Price (South LA and parts of Downtown – district 9). A copy of this ordinance is included in the Addenda at the end of this report.

When the Airport Hospitality Enhancement Zone was created in 1997, section 104.114 of the Los Angeles Municipal Code provided Procedures For Further Regulation. This section states that the City may not impose a living wage that exceeds the state or federal minimum wage upon any business entity that does not have a business relationship with the City of Los Angeles in the future, unless the City Council first secures a study that looks at the effects such a regulation would have on the:1) industry and/or geographic location targeted, 2) consumers or clients served by the industry and/or geographic location, including any price increases, and 3) the City's and/or geographic locations ability to attract and retain new business to the area. In addition, the industry on which the ordinance is imposed must receive business benefits from a City asset and must have more than 15,000 employees.

City of Los Angeles Hotel Labor Force

Per Smith Travel Research, the City of LA currently has approximately 350 hotel properties that currently offer almost 39,000 guestrooms. Using industry guidelines for staff to guestroom ratios, as well as data provided by the State of California Employment Development Department, We estimate that there are approximately 17,000 employees currently working in these 350 hotels.

Hotel Employee Living Wage Impact on the City Economy

In our report dated June 24, 2014 that was prepared for the California Hotel & Lodging Association, we completed a detailed analysis using data from a recently compiled wage survey applied against the staffing model of a full-service, non-union hotel with approximately 400 rooms. The results showed that approximately 68.0 percent of the total employees (based on average pay rates for full-time equivalents – FTEs) were earning less than the proposed \$15.37 living wage. However, if reported tips were considered, the number dropped to 48.0 percent. Because our methodology used a larger, full-service hotel as our example, it is our opinion that these percentages are likely overstated due to the larger number of employees in the entry-level and front-line positions as this type of hotel compared to the majority of the hotels in the City of Los Angeles.

Based upon our estimate of 17,000 total hotel employees within the City of Los Angeles and using the percentages mentioned above, this equates to more than 11,000 workers earning less than \$15.37 without considering reported tips and almost 8,000 workers earning less than \$15.37 if reported tips were included. Considering that Los Angeles has a workforce of more than 1.8 million people, the number of hotel workers earning less than the proposed living wage is less than 1.0 percent of the total workforce (with or without reported tips). Thus, in our opinion, the number of hotel employees currently earning less than the proposed minimum wage does not have a significant negative effect on the City economy as a whole.

City Airport Hospitality Enhancement Zone Ordinance

The LAX ordinance was implemented in January 1997, and increased the minimum wage for all workers in the designated airport corridor. At the time of implementation, the minimum wage increased from \$6.75 to \$10.64, which equated to a 36.6% wage increase. This large increase was very difficult for the airport-area industries to absorb at one time and much of this increase was not able to be passed on to the end consumer. Because the ordinance did not allow for a credit for employee-report tips, it was necessary to close hotel outlets (primarily food and beverage) and cut staff. Without the inclusion of reported tips, many employees who were already earning more than the new minimum wage lost their jobs as the hotels could not absorb the additional labor burden. Sadly, the employees that the ordinance was intended to help actually lost their jobs. On the positive side, the LAX ordinance affected all airport-related service industries, so there were no unfair competitive advantages created within the corridor. Additionally, healthcare costs for hourly employees were factored in when determining the employee's wage rates, which allowed hotels to continue to provide most of these benefits.

Long Beach “Minimum Wages for Hotel Workers” Ordinance Provisions

In our opinion, there were no positive provisions in the “minimum wages for hotel workers” ordinance that was implemented in Long Beach in January 2012. When implemented, the ordinance imposed a 62.5 percent increase in the minimum wage for hourly employees. The ordinance affected only hotels with more than 99 rooms, which provided an operational disadvantage with local restaurants and competitive hotels outside of the boundaries of Long Beach. The ordinance was not enforced against union hotels, even though there were many positions at these union hotels that were paying below the new minimum living wage. Finally, the ordinance did not consider a healthcare credit or tip credit, which forced many hotels to reduce or eliminate healthcare funding for hourly employees, and cost many tipped employees, primarily in the food and beverage department, their jobs due to cost cutting measures, even though many of these employees were already earning well in excess of the new minimum wage.

SeaTac Proposition 1

This past January, a similar ordinance went into place for hospitality and transportation businesses in and around the Seattle/Tacoma International Airport. At the time of implementation, the ordinance increased the minimum wage by 63.2 percent, without the benefit of any sort of gradual ramp up of the increase. Similar to the Long Beach initiative, hotels with less than 100 rooms were exempt; however, it is these small hotels that many times are paying the lowest wages. On the positive side, both union and non-union businesses alike were affected, therefore no unfair competitive advantages were created.

San Francisco Ballot Measure

The proposed ballot measure is pretty straightforward in that it applies to all industries and does not exclude unionized businesses. The proposed implementation includes a ramp up of the 40% increase (\$10.74 to \$15.00) over a four-year period. A phased increase allows the businesses the ability to absorb and/or pass on these costs to the end consumer, so that a period of slow/negative job growth is not experienced in the local market that could result in employee layoffs.

Items that we would’ve liked to have seen included as part of the proposed ballot measure, would be the ability to pause the CPI increases during periods of economic downturn, and the CPI factor used should be the “general” CPI factor that everyone is familiar with and not the specific “worker” CPI index that is currently proposed in San Francisco. In addition, we recommend the inclusion of a wage-rate differential so that tipped employees currently earning more than the living wage, would not be subject to the proposed ordinance. Finally, we would’ve recommended a credit for health care costs that are paid by the employer.

History of Hotel Sales, Payroll and Employment Data for the Los Angeles MSA

The following table provides a 10-year history of hotel room sales in the Los Angeles-Santa Ana MSA, calculated based upon the Transient Occupancy Tax (TOT) collections for each jurisdiction within Los Angeles and Orange Counties.

Hotel Rooms Revenue City of Los Angeles and the Los Angeles MSA								
Year	City Of Los Angeles	% Change	Los Angeles County	% Change	Orange County	% Change	Total MSA	% Change
2004	\$753,760,000	N/A	\$1,945,600,052	N/A	\$1,171,700,000	N/A	\$3,117,300,052	N/A
2005	982,703,571	30.4%	2,285,983,301	17.5%	1,253,400,000	7.0%	3,539,383,301	13.5%
2006	976,800,714	-0.6%	2,466,287,348	7.9%	1,430,100,000	14.1%	\$3,896,387,348	10.1%
2007	1,035,046,429	6.0%	2,634,958,566	6.8%	1,555,900,000	8.8%	\$4,190,858,566	7.6%
2008	1,142,500,000	10.4%	2,831,867,253	7.5%	1,594,700,000	2.5%	\$4,426,567,253	5.6%
2009	1,048,635,714	-8.2%	2,521,139,040	-11.0%	1,417,100,000	-11.1%	\$3,938,239,040	-11.0%
2010	911,614,286	-13.1%	2,389,466,214	-5.2%	1,307,800,000	-7.7%	\$3,697,266,214	-6.1%
2011	1,036,914,286	13.7%	2,651,945,461	11.0%	1,454,500,000	11.2%	\$4,106,445,461	11.1%
2012	1,148,138,571	10.7%	2,895,269,376	9.2%	1,580,200,000	8.6%	\$4,475,469,376	9.0%
2013	1,198,735,714	4.4%	3,101,323,127	7.1%	1,717,400,000	8.7%	\$4,818,723,127	7.7%
CAAG	5.3%		5.3%		4.3%		5.0%	

Source: Dean Runyan Associates

The data above shows that the City of LA and the combined MSA returned to pre-economic downturn levels in 2012.

The following table shows the average pay rates for selected front-line hotel positions over the past five years at hotels in the Los Angeles MSA. The full wage survey is presented in the Addenda at the end of this report.

Hourly Payroll Trends - Select Hotel Positions

Los Angeles MSA

Position	2010	2011	2012	2013	2014	CAAG
Front Desk Agent	\$13.44	\$13.89	\$14.12	\$14.74	\$15.06	2.9%
Bellperson*	8.55	8.62	8.70	8.76	8.97	1.2%
Public Space Attendant	11.84	12.30	12.74	13.10	13.51	3.4%
Room Attendant	11.66	12.08	12.34	12.74	13.19	3.1%
Laundry Attendant	12.35	12.51	13.00	13.95	14.11	3.4%
Restaurant Server*	8.90	9.48	9.41	8.65	8.51	-1.1%
Bartender*	10.59	10.72	11.42	11.52	11.41	1.9%
Cocktail Server*	8.40	8.21	8.45	8.43	8.55	0.4%
Room Service Server*	8.28	8.24	8.37	8.47	8.57	0.9%
Mini-Bar Attendant	11.68	12.07	12.14	12.71	12.83	2.4%
Banquet Server*	9.33	9.72	8.91	9.73	9.75	1.1%
Banquet Set-Up*	11.09	11.39	11.25	12.18	12.25	2.5%
Line Cook	14.40	14.61	14.96	15.74	16.65	3.7%
Engineer (lowest skilled)	16.57	16.98	17.30	18.73	17.18	0.9%

* Tipped employee - tips not included in wages shown.

Source: Executive HR Consulting Group

The hourly wages shown above are yearly averages derived from wage surveys conducted by The Executive HR Consulting Group and the raw data from these studies is included in the Addenda at the end of this report. It should be noted that all of the sample hotels did not participate in the surveys each year, so the compound annual growth percentages are likely somewhat skewed. While the survey does not track reported tips for the tipped employees, we believe that if the tips were included, all of the tipped employee wages would be well in excess of the proposed living wage.

The following table provides a 10-year history of hotel/motel payroll and average wages.

Hotel/Motel Payroll History				
Los Angeles MSA				
Year	Total Payroll	% Change	Average Wage	% Change
2004	\$1,420,766,000	N/A	\$24,772	N/A
2005	1,490,022,000	5%	25,663	4%
2006	1,601,063,447	7%	27,048	5%
2007	1,766,148,686	10%	28,752	6%
2008	1,840,931,241	4%	29,309	2%
2009	1,691,167,276	-8%	28,697	-2%
2010	1,762,937,812	4%	29,716	4%
2011	1,864,796,343	6%	30,831	4%
2012	2,008,648,338	8%	32,380	5%
2013	2,102,470,990	5%	32,504	0%
CAAG	4.5%		3.1%	

Source: US Bureau of Labor Statistics

The 10-year trend of the average hotel/motel wage shown above includes both exempt and hourly employees and indicates inflationary wage growth on a compound annual average basis was paid over the period.

The following table shows the average annual employment in the hotel/motel industry over the past 10 years, and year-to-date through the first quarter of 2014.

Average Annual Employment Hotel/Motel Industry						
	Los Angeles County	% Change	Orange County	% Change	Los Angeles MSA	% Change
2004	36,613	N/A	20,763	N/A	57,376	N/A
2005	37,085	1.3%	21,055	1.4%	58,140	1.3%
2006	37,333	0.7%	21,846	3.8%	59,179	1.8%
2007	38,625	3.5%	22,804	4.4%	61,429	3.8%
2008	39,428	2.1%	23,175	1.6%	62,603	1.9%
2009	36,752	-6.8%	22,010	-5.0%	58,762	-6.1%
2010	37,625	2.4%	21,557	-2.1%	59,182	0.7%
2011	38,571	2.5%	21,897	1.6%	60,468	2.2%
2012	39,598	2.7%	22,625	3.3%	62,223	2.9%
2013	40,678	2.7%	23,755	5.0%	64,433	3.6%
CAAG	1.2%		1.5%		1.3%	
YTD 03/13	39,894	N/A	23,004	N/A	62,898	N/A
YTD 03/14	42,129	5.6%	22,394	-2.7%	64,524	2.6%

Source: US Bureau of Labor Statistics

The table above shows the jobs lost in the MSA during the economic downturn were finally replaced by 2013. This was accomplished primarily from the strengthening of the economy that has pushed occupancy levels to pre-recession levels.

Impact of a Regional Tourism Authority

In our opinion, a regional tourism authority would definitely help hotels in the Greater Los Angeles area. There are 88 cities that comprise LA County and most visitors and many meeting planners do not know what the boundaries are between these various cities. While the Los Angeles Convention and Visitors Bureau has done its best to market all of the facets of the county -wide tourism offerings, the County has historically provided a somewhat segmented approach to selling itself as a destination, compared to many of its competitor cities such as San Francisco, San Diego, and New York City.. Most of the various LA cities have acted independently from a tourism/hospitality standpoint as there has been no “over-arching” entity to promote Greater Los Angeles as a whole. Thus, instead of collaboration between all of these cities, they tend to act as competitors. For example, let’s assume a meeting planner contacts local tourism representatives in San Pedro about holding a meeting, but San Pedro cannot accommodate the group because their hotels are already booked or the group is too large. When this happens, the meeting planner is usually told

“sorry, we can’t help you”, instead of: “we cannot help you, but my colleagues in Torrance can likely accommodate your needs.

There is one over-arching tourism entity in San Francisco, which has proved very successful. Stakeholders like to deal with one entity, and this interaction needs to be fluid and seamless. In this case, the regional tourism office can work with the larger groups and can do its best to insure that all areas of the region are fairly and equally represented. Thus, a regional tourism authority that links all of the various Destination Marketing Organizations within the County would help to streamline the marketing process. Since many of these jurisdictions delegate manpower to tourism generation, there must be duplication of effort in many cases.

Job Impacts of the LAX and Long Beach Wage Initiatives

Because the LAX hotels were not able to pass on the costs of the increased wages to their hotel guests, the affected hotels have had to implement cost-saving measures such as reduced staffing and benefits, and reduced hotel amenities. Most all affected hotels have experienced reduced staffing levels, with food and beverage receiving the largest portion of the cuts. One hotel reported a reduction of 84 hourly full-time equivalent employees (FTEs) since the ordinance was implemented, with 52 percent of these reductions occurring in food and beverage. Many of the affected hotels have eliminated room service and banquet and service charges, and have built these fees into the menu pricing. This makes it challenging for the sales team as they must explain the difference in pricing to potential clients. This also impacts banquet servers and bartenders as they are now paid a flat rate. The LAX hotels are now operating with a competitive disadvantage because some of their competitive set hotels, such as those in El Segundo, were not impacted by the ordinance.

In Long beach, at least two hotels have removed rooms from inventory in order to fall below the 100-room threshold. This has led to reduced revenue and staff cuts at these hotels. Another hotel has cut 25 FTEs (55,000 man hours) at the same time that occupancy has increased 7 points. The majority of these cuts were in the food and beverage department. One full-service hotel has calculated that the annual financial impact post-reduction of staff is approximately \$785,000 in incremental wages, benefits, and payroll taxes. This impact would have been \$1.5 million annually if the staff reductions had not been implemented. In many cases, the staff reductions have resulted in increased workloads, which have impacted service levels. Room service and banquet service charges are now built into menu pricing, which makes it difficult for the sales team to sell against Anaheim hotels.

Conclusions

Based upon our internal analysis and the third-party research summarized herein, we believe that any ordinance that is implemented should be designed so that it benefits the greatest number of people, without placing an overly onerous burden on the City of Los Angeles hotels. Thus, we believe that a phased-in approach to the wage increase over several years will spread out the financial and operational impacts, allowing the hotels to adjust gradually to the increasing wages. This approach would hopefully prevent the loss of jobs that were experienced in the LAX, Long Beach and SeaTac Airport hotel markets. Additionally, we believe the prudent thing to do would be to include a provision for tip credits in the final wording of the ordinance. Tipped employees should be carved-out as most of these employees already earn well in excess of \$15.37. Without this carve-out, many of the employees that the ordinance is designed to help could end up losing their jobs due to the almost-certain layoffs that have been previously experienced in the precedent hotel markets.

If the ordinance is implemented as currently proposed, there will also be a direct impact on new job creation as well, because developers will not want to risk an investment in new hotels due to the long-term real estate risks associated with development in areas with such high land costs. It should be noted that the compound average annual growth rate for new hotel supply in the City of LA is 0.7 percent from 1988 to the present day. This growth rate is significantly below the national average of 1.9 percent over this same period, and the result is an under-supply of hotel rooms in the market, particularly in Downtown. At present, the convention center is under-utilized due to its inability to attract larger groups because of a lack of hotel rooms in the immediate area. The issue with a lack of adequate new supply in Downtown is that it is currently not economically feasible to develop a hotel in Downtown and the proposed ordinance would only exacerbate the problem.

Similar to what happened in both the LAX Corridor and Long Beach, developers will likely shy away from future development deals if the proposed ordinance is implemented. No new hotels have been built in the LAX Corridor, and only one hotel (which was already under development when the ordinance was implemented) has been built in Long Beach, since their respective ordinances went into effect.

Based upon our research, we have determined that there are owners and potential investors who have slowed the progression of potential deals, and are waiting to see what is going to happen with the proposed ordinance. Three projects have been curtailed in Downtown alone. We believe that if the proposed ordinance is implemented for the City of LA, any new hotel development will likely take place outside of the city limits, which also translates to a loss of transient occupancy tax revenue (TOT).

ADDENDA

ADDENDUM A
CURRENT LOS ANGELES CITY COUNCIL MOTION

14-0723

FEB 18 2014

ECONOMIC DEVELOPMENT

MOTION

By maintaining free public tourist attractions like Hollywood Boulevard, Griffith Park and Venice Beach, modernizing LAX, upgrading the Convention Center and helping to build the public transportation system that will carry visitors around the city, to and from hotels, the City of Los Angeles has made significant financial investments to create a climate that has allowed the hospitality industry to thrive in Los Angeles. The City's investments have proven helpful for the hospitality industry, which has enjoyed three consecutive years of growth, and which boasts an occupancy rate of 75.4% (far better than the national average of 62%) and a "revenue per room available" rate of \$100 - a 12-year high for LA. Since hotels receive definite benefits from City assets and investments, it is fair and reasonable that these hotels pay their employees a fair wage - especially when doing so would so greatly benefit the people of and the economy in Los Angeles.

According to the Economic Development Department, 43% of the people who work in hotels in Los Angeles earn wages that still put them far below the federal poverty line. Wages paid to hotel employees are economically restrictive and prevent many hospitality employees from having purchasing power at local businesses, which has a devastating toll on Los Angeles' local economy. According to research done by the Economic Policy Institute, increasing wages for hotel workers could generate more than \$70 million in economic activity for Los Angeles.

Income inequality is one of the most pressing economic, social and civil rights issues facing Los Angeles, and establishing a fair wage for hotel employees will help raise thousands of Angelenos out of poverty. Economic studies have made the circumstances of those living paycheck to paycheck clear, and hotel employees should not be forced to work two or three jobs to provide food and shelter for their families.

Several cities, including Santa Monica and West Hollywood, have realized the value in providing enhanced wages for employees in the hotel and tourism industry, and voters in the City of Long Beach adopted a living wage for hotel workers by a nearly 2-1 margin just last year.

In 2007, the Los Angeles City Council passed a living wage ordinance for workers employed in hotels near LAX, and in 2009 passed an ordinance that raised the wages for airport employees. The living wage for airport employees has resulted in higher pay and real benefits for low-income families, and the hotels around LAX have continued to thrive. In recent years, LAX passenger traffic has steadily increased (4.7% increase in 2013, following a 3% increase in 2012) as the city has invested in infrastructure that draws tourists to Los Angeles.

I THEREFORE MOVE that the City Council instruct the CLA to secure a study and provide for public input of the Citywide economic impacts of imposing a living wage of \$15.37 for hotel employees at hotels with more than 100 rooms; and

I FURTHER MOVE that, if supported by the study, the City Council request the City Attorney to work with the CLA and CAO in preparing and presenting an ordinance that requires a living wage for hotel workers at hotels with more than 100 rooms.

PRESENTED BY:

Mike Bonin
MIKE BONIN
Councilmember, 11th District

Nury Martinez
NURY MARTINEZ
Councilmember, 6th District

Curren D. Price, Jr.
CURREN D. PRICE, Jr.
Councilmember, 9th District

ORIGINAL

SECONDED BY:

Paul Kretz
[Signature]

FEB 18 2014

ADDENDUM B
WAGE SURVEYS



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
OFFICE & CLERICAL												
Benefits Coordinator	\$ 21.72	\$ 21.72	\$ 21.72				22.00	22.00	22.00	18.00	19.00	19.00
HR Coordinator	\$ 19.80	\$ 20.11	\$ 20.06	\$ 19.47	\$ 20.07	\$ 19.77	18.69	20.01	19.67	17.46	17.95	17.89
Employment Coordinator							14.00	14.50	14.50			
HR Representative/Clerk	\$ 15.34	\$ 15.34	\$ 15.34				14.50	17.25	16.00			
HR Assistant	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.50	\$ 15.50	\$ 15.50	14.73	17.41	16.08	15.50	15.96	15.50
Safety Coordinator				\$ 16.50	\$ 16.50	\$ 16.50	17.40	17.40	17.40	18.18	18.18	18.18
File Clerk												
Receptionist	\$ 16.14	\$ 16.14	\$ 16.14							16.00	19.69	18.19
Executive Administrative Assistant to GM	\$ 22.84	\$ 22.84	\$ 22.84	\$ 25.73	\$ 26.36	\$ 26.05	21.78	23.46	22.73	19.76	24.35	25.21
Administrative Assistant to a Manager	\$ 18.27	\$ 18.57	\$ 18.42	\$ 18.45	\$ 22.41	\$ 20.58	16.34	18.70	17.68	15.98	21.90	17.87
Design Assistant							16.22	18.13	18.13			
Intern	\$ 10.00	\$ 10.00	\$ 10.00	\$ 9.00	\$ 9.00	\$ 9.00	14.46	14.46	14.46	10.00	10.00	10.00
FINANCE												
Paymaster	\$ 24.14	\$ 25.39	\$ 24.64	\$ 23.24	\$ 23.24	\$ 23.24	21.95	23.78	23.23	22.63	22.63	22.63
Payroll Clerk				\$ 21.65	\$ 21.65	\$ 21.65	19.52	20.27	19.77	16.00	24.10	21.60
Accounting Coordinator	\$ 20.00	\$ 20.00	\$ 20.00	\$ 15.91	\$ 15.91	\$ 15.91	20.65	20.65	20.65	17.98	18.90	18.90
Accounts Payable Clerk	\$ 17.83	\$ 18.41	\$ 18.18	\$ 19.60	\$ 19.60	\$ 19.60	17.11	18.90	18.38	16.83	18.47	17.37
Accounting Clerk	\$ 17.41	\$ 18.16	\$ 17.66	\$ 20.69	\$ 20.92	\$ 20.80	17.78	18.59	18.76	16.69	20.17	18.54
Accounts Receivable Clerk	\$ 17.53	\$ 17.98	\$ 17.90	\$ 19.33	\$ 19.51	\$ 19.42	17.60	19.50	18.46	17.23	19.65	18.86
Lead Night Auditor				\$ 17.15	\$ 17.15	\$ 17.15	15.00	17.19	15.80			
Night Auditor	\$ 14.91	\$ 15.66	\$ 15.35	\$ 18.21	\$ 19.74	\$ 18.98	15.13	15.83	15.43	14.00	16.01	14.34
Day Auditor	\$ 16.44	\$ 16.85	\$ 16.85	\$ 20.61	\$ 20.61	\$ 20.61	19.34	20.00	19.67	18.19	19.39	18.79
Purchasing Agent				\$ 18.04	\$ 19.88	\$ 18.96	14.50	18.85	14.50	14.77	17.70	15.98
Purchasing Administrative Assistant				\$ 14.55	\$ 14.55	\$ 14.55	15.38	15.38	15.38	16.00	16.48	16.48
General Cashier	\$ 17.14	\$ 17.57	\$ 17.36	\$ 19.57	\$ 19.57	\$ 19.57	17.95	19.18	18.73	16.83	17.71	17.71
Credit & Collections Clerk							18.00	22.50	19.48			
Accounting Analyst/Cost Analyst	\$ 21.47	\$ 21.47	\$ 21.47							20.00	22.00	21.00
Senior Clerk							22.50	26.50	24.50			
STOREROOM												
Supervisor	\$ 18.90	\$ 18.90	\$ 18.90	\$ 20.72	\$ 21.22	\$ 21.06	17.57	19.76	19.01	13.10	13.10	13.10
Storeroom Clerk	\$ 15.21	\$ 15.35	\$ 15.28	\$ 16.83	\$ 17.29	\$ 16.98	13.93	15.53	14.44	12.75	14.93	13.14
Lead Storeroom Clerk	\$ 21.25	\$ 21.25	\$ 21.25				14.94	15.24	14.94	15.00	16.88	16.41
Receiving Clerk	\$ 15.39	\$ 15.39	\$ 15.39	\$ 17.94	\$ 18.41	\$ 18.11	14.19	14.72	14.46	13.69	14.19	13.94
F&B CASHIER												
Head Cashier												
Room Service Cashier	\$ 15.72	\$ 15.72	\$ 15.72	\$ 17.29	\$ 17.29	\$ 17.29	12.46	14.03	13.10	11.50	15.53	11.87
Room Service Cashier (3rd shift)							11.50	11.50	11.50			
Restaurant Cashier	\$ 12.78	\$ 12.93	\$ 12.93				13.68	14.81	14.24			
CULINARY												
Kitchen Supervisor	\$ 17.99	\$ 19.07	\$ 18.66	\$ 18.67	\$ 19.14	\$ 18.91	17.50	19.95	18.97	18.00	22.59	16.28
Garde Manger	\$ 17.96	\$ 18.69	\$ 17.98	\$ 19.91	\$ 19.91	\$ 19.91	19.01	19.01	19.01	11.00	14.00	12.33
Assistant Garde Manger							18.08	19.92	19.92			
Butcher				\$ 20.52	\$ 20.52	\$ 20.52	25.72	25.72	25.72	16.96	20.58	20.15
Pastry Chef	\$ 19.75	\$ 19.75	\$ 19.75	\$ 15.20	\$ 15.20	\$ 15.20	19.00	19.00	19.00	28.05	28.05	28.05
Assistant Pastry Chef				\$ 20.49	\$ 20.49	\$ 20.49	21.22	23.37	23.37	18.90	19.49	18.68
Pastry Cook I	\$ 18.44	\$ 18.44	\$ 18.44	\$ 17.20	\$ 17.56	\$ 17.34	16.64	17.02	17.02	14.06	15.07	14.65
Pastry Cook II (baker)	\$ 17.08	\$ 17.08	\$ 17.08	\$ 17.66	\$ 17.88	\$ 17.83	16.42	17.76	17.76	14.96	15.30	14.77
MAIN KITCHEN / BANQUETS												
Lead Cook (Cook I)	\$ 18.05	\$ 18.15	\$ 18.15	\$ 18.21	\$ 18.94	\$ 18.57	17.30	18.30	17.97	14.86	17.10	15.81
Main Cook (Cook II)	\$ 16.35	\$ 16.59	\$ 16.59	\$ 17.29	\$ 17.47	\$ 17.38	15.03	16.51	16.05	13.63	16.07	14.40
Prep Cook (Cook III)	\$ 15.59	\$ 15.69	\$ 15.69	\$ 16.35	\$ 16.45	\$ 16.36	12.90	14.56	13.95	12.56	13.88	12.77
Pantry (Entry Level)	\$ 13.15	\$ 14.74	\$ 13.68	\$ 16.29	\$ 16.68	\$ 16.49	13.06	13.98	13.52	11.62	13.10	11.76
Cook (3rd shift)	\$ 17.80	\$ 17.80	\$ 17.80	\$ 18.40	\$ 18.40	\$ 18.40	12.75	15.00	13.88	13.66	14.35	14.17
Lead Pantry				\$ 19.15	\$ 19.15	\$ 19.15	16.00	16.00	16.00			
Banquet Cook	\$ 17.09	\$ 17.59	\$ 17.59									
Apprentice	\$ 10.85	\$ 10.85	\$ 10.85	\$ 10.00	\$ 10.00	\$ 10.00				10.00	10.00	10.00
Buffet Runner/Food Runner	\$ 9.00	\$ 9.00	\$ 9.00	\$ 10.86	\$ 10.86	\$ 10.86	13.27	13.27	13.27	11.00	14.85	11.13
GOURMET or SPECIALTY RESTAURANT												
Lead Cook (Cook I)	\$ 18.23	\$ 18.23	\$ 18.23	\$ 17.71	\$ 18.13	\$ 17.87	16.85	19.35	19.35	14.71	15.77	14.95
Main Cook (Cook II)	\$ 16.85	\$ 16.85	\$ 16.85	\$ 16.07	\$ 16.81	\$ 16.30	16.52	17.77	17.77	13.18	14.63	13.53
Prep Cook (Cook III)	\$ 15.50	\$ 15.50	\$ 15.50	\$ 15.67	\$ 15.91	\$ 15.73	13.00	15.43	15.43	12.13	12.56	12.26
Pantry (Entry Level)	\$ 14.15	\$ 14.15	\$ 14.15	\$ 16.47	\$ 16.47	\$ 16.47	17.88	17.88	17.88	11.43	12.54	11.49
Specialty Cook							18.08	19.92	19.92			
Sushi Cook	\$ 22.35	\$ 22.35	\$ 22.35							16.00	16.73	16.73
MAIN RESTAURANT												
Lead Cook (Cook I)				\$ 19.21	\$ 19.21	\$ 19.21	17.39	18.26	18.26	15.98	17.56	16.46
Main Cook (Cook II)	\$ 18.55	\$ 18.55	\$ 18.55	\$ 16.48	\$ 17.39	\$ 16.93	15.50	17.88	16.23	14.05	14.68	14.32
Prep Cook (Cook III)	\$ 17.80	\$ 17.80	\$ 17.80	\$ 15.88	\$ 16.08	\$ 15.93	12.43	14.91	14.56	12.81	14.27	13.13
Pantry (Entry Level)				\$ 17.14	\$ 18.05	\$ 17.49						
EMPLOYEE CAFETERIA												
Supervisor	\$ 14.63	\$ 14.63	\$ 14.63	\$ 19.10	\$ 19.10	\$ 19.10	17.56	18.74	18.74	16.93	17.04	16.99
Cook	\$ 15.72	\$ 15.72	\$ 15.72	\$ 16.34	\$ 17.18	\$ 16.83	15.59	16.25	16.13	12.05	12.75	13.16
Server	\$ 14.20	\$ 14.28	\$ 14.28	\$ 16.18	\$ 16.18	\$ 16.18	11.11	13.35	12.63	10.85	11.56	11.45
Utility	\$ 15.37	\$ 15.37	\$ 15.37	\$ 15.10	\$ 15.10	\$ 15.10	12.53	13.59	13.04	11.00	12.84	11.57
STEWARDED												
Supervisor	\$ 17.34	\$ 17.36	\$ 17.36	\$ 17.98	\$ 18.82	\$ 18.32	16.17	17.32	16.98	14.15	16.28	15.53



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Night Cleaner Supervisor							13.00	13.00	13.00			
Night Cleaner	\$ 20.14	\$ 20.14	\$ 20.14	\$ 17.10	\$ 17.10	\$ 17.10	12.38	13.02	12.70	13.15	15.07	14.07
Steward	\$ 14.28	\$ 14.28	\$ 14.28	\$ 14.41	\$ 15.01	\$ 14.70	12.25	13.51	12.96	10.82	12.84	11.35
Pot Washer				\$ 11.33	\$ 12.00	\$ 11.66				11.00	12.57	12.04
Ware Washer	\$ 9.00	\$ 10.44	\$ 9.78				11.29	12.29	11.79	12.10	12.10	12.10
Banquet Runner	\$ 16.10	\$ 16.10	\$ 16.10				12.95	13.32	13.32			
ROOM SERVICE - IN ROOM DINING												
Supervisor				\$ 14.35	\$ 14.35	\$ 14.35	16.37	16.37	16.37	13.89	13.89	13.89
Order Taker	\$ 15.45	\$ 15.45	\$ 15.45	\$ 14.42	\$ 14.85	\$ 14.54	12.94	13.62	13.47	11.53	13.00	12.28
Server	\$ 8.94	\$ 9.28	\$ 9.07	\$ 8.16	\$ 8.21	\$ 8.20	8.26	8.94	8.64	8.07	8.72	8.38
Bus Person	\$ 16.15	\$ 16.15	\$ 16.15	\$ 13.51	\$ 13.51	\$ 13.51	10.35	11.02	10.85			
Captain				\$ 14.10	\$ 14.10	\$ 14.10				10.50	10.50	10.50
GOURMET RESTAURANT												
Supervisor	\$ 19.25	\$ 19.25	\$ 19.25	\$ 21.00	\$ 21.00	\$ 21.00	17.60	20.10	19.35	18.00	18.00	18.00
Host Person/Greeter	\$ 16.33	\$ 16.33	\$ 16.33	\$ 15.38	\$ 15.46	\$ 15.42	14.12	15.06	14.57	10.67	12.66	11.24
Server	\$ 9.05	\$ 9.05	\$ 9.05	\$ 8.07	\$ 8.07	\$ 8.07	8.10	8.60	8.32	8.00	8.85	8.33
Buspersion	\$ 11.60	\$ 11.60	\$ 11.60	\$ 10.55	\$ 10.80	\$ 10.65	10.84	11.64	11.52	8.08	9.51	8.63
Food Runner	\$ 12.78	\$ 12.78	\$ 12.78	\$ 11.41	\$ 11.66	\$ 11.55	11.18	11.82	11.74	9.17	10.05	9.61
Captain							15.00	16.00	15.50			
Sommelier/Wine Steward				\$ 16.00	\$ 16.00	\$ 16.00						
CAFÉ or MAIN RESTAURANT												
Supervisor	\$ 15.73	\$ 16.87	\$ 15.80	\$ 23.39	\$ 23.39	\$ 23.39	16.78	18.03	17.64	16.75	18.66	17.81
Host Person/Greeter	\$ 13.17	\$ 13.49	\$ 13.26	\$ 15.01	\$ 15.27	\$ 15.14	13.22	14.46	13.60	10.60	11.61	10.82
Server	\$ 9.34	\$ 9.34	\$ 9.34	\$ 8.23	\$ 8.23	\$ 8.23	8.08	8.34	8.22	8.06	8.60	8.26
Buspersion	\$ 10.83	\$ 10.83	\$ 10.83	\$ 11.03	\$ 11.03	\$ 11.03	10.39	11.38	10.74	8.30	8.95	8.45
MINI BAR												
Supervisor	\$ 15.00	\$ 15.00	\$ 15.00	\$ 16.40	\$ 16.40	\$ 16.40						
Attendant	\$ 13.12	\$ 13.87	\$ 13.53	\$ 14.13	\$ 14.19	\$ 14.15	12.48	13.21	13.06	10.38	10.65	10.56



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
CONCIERGE - CLUB LOUNGE												
Concierge/Host	\$ 15.80	\$ 15.80	\$ 15.80	\$ 18.64	\$ 18.64	\$ 18.64	16.00	16.30	16.30	15.00	16.12	15.55
Food Attendant	\$ 13.45	\$ 13.45	\$ 13.45				10.17	13.63	13.36			
BEVERAGE OUTLET												
Beverage Outlet Supervisor				\$ 14.00	\$ 14.00	\$ 14.00	18.80	19.39	19.39	16.30	18.05	17.42
Head Bartender	\$ 17.15	\$ 17.15	\$ 17.15	\$ 19.68	\$ 19.68	\$ 19.68	12.43	13.18	12.80			
Service Bartender				\$ 14.61	\$ 14.61	\$ 14.61	17.78	17.78	17.78	8.00	8.00	8.00
Bartender	\$ 11.88	\$ 11.88	\$ 11.88	\$ 11.91	\$ 12.11	\$ 12.04	11.83	12.65	12.23	8.79	10.69	9.49
Café Bartender										10.00	10.00	10.00
Host Person/Greeter	\$ 16.59	\$ 16.59	\$ 16.59	\$ 16.01	\$ 16.01	\$ 16.01	14.70	14.70	14.70	8.00	8.00	8.00
Cocktail Server	\$ 9.04	\$ 9.04	\$ 9.04	\$ 8.05	\$ 8.05	\$ 8.05	8.80	8.91	8.88	8.10	8.72	8.25
Barback	\$ 11.78	\$ 11.78	\$ 11.78	\$ 13.26	\$ 13.26	\$ 13.26	11.69	11.91	11.88	8.75	10.00	9.14
Front Bartender (night club)												
Food Runner (Beverage Outlet)	\$ 13.68	\$ 13.68	\$ 13.68	\$ 9.97	\$ 9.97	\$ 9.97	12.91	13.14	13.14	8.63	8.63	8.63
OTHER OUTLETS												
Snack bar/Coffee Attendant	\$ 13.00	\$ 13.21	\$ 13.21	\$ 16.27	\$ 16.27	\$ 16.27	15.21	15.54	15.38	11.25	13.82	11.49
Cashier	\$ 12.55	\$ 12.55	\$ 12.55	\$ 16.27	\$ 16.27	\$ 16.27				10.66	11.85	11.35
Barista Line Server (i.e.: Starbucks)	\$ 13.22	\$ 13.22	\$ 13.22	\$ 16.27	\$ 16.27	\$ 16.27	12.46	14.46	13.08	12.50	13.19	12.67
BANQUET FOOD SERVICE												
Captain	\$ 12.76	\$ 12.86	\$ 12.80	\$ 11.03	\$ 11.07	\$ 11.05	11.27	12.71	11.91	10.12	11.72	10.77
Captain including tips	\$ 16.80	\$ 16.80	\$ 16.80	\$ 22.76	\$ 22.76	\$ 22.76	16.95	16.95	16.95	40.13	40.13	40.13
Server	\$ 10.42	\$ 10.64	\$ 10.55	\$ 9.96	\$ 9.96	\$ 9.96	9.62	10.74	10.11	8.06	8.76	8.36
Server including tips	\$ 8.00	\$ 8.00	\$ 8.00	\$ 20.66	\$ 20.66	\$ 20.66	14.31	19.50	14.31	32.00	32.00	32.00
Bus Person	\$ 13.45	\$ 13.45	\$ 13.45	\$ 11.26	\$ 11.26	\$ 11.26	10.46	10.81	10.73			
Bus Person including tips												



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
BANQUET BEVERAGE SERVICE												
Banquet Beverage Captain	\$ 12.25	\$ 12.25	\$ 12.25	\$ 9.03	\$ 9.03	\$ 9.03	9.75	9.75	9.75	9.75	11.84	9.93
Banquet Beverage Captain including tips										35.00	35.00	35.00
Bartender	\$ 11.27	\$ 11.27	\$ 11.27	\$ 12.89	\$ 12.89	\$ 12.89	13.22	14.15	13.62	8.28	9.65	8.69
Bartender including tips							16.36	16.36	16.36	32.00	32.00	32.00
Barback				\$ 12.26	\$ 12.26	\$ 12.26	12.86	13.03	12.95			
Barback including tips							14.97	14.97	14.97			
BANQUET SET UP												
Supervisor	\$ 13.96	\$ 14.27	\$ 14.27	\$ 14.00	\$ 14.00	\$ 14.00	15.92	16.67	16.29	9.21	12.96	11.07
Supervisor including tips												
Lead Houseperson	\$ 13.59	\$ 14.99	\$ 14.79	\$ 16.68	\$ 16.68	\$ 16.68	12.56	14.85	12.85	10.60	10.60	10.60
Lead Houseperson including tips							17.20	17.20	17.20			
Houseperson	\$ 13.08	\$ 13.18	\$ 13.18	\$ 13.58	\$ 13.71	\$ 13.62	12.01	13.14	12.44	9.33	10.58	9.76
Houseperson including tips	\$ 14.05	\$ 14.05	\$ 14.05				16.70	16.70	16.70	16.27	16.27	16.27
HOUSEKEEPING												
Office Supervisor	\$ 15.57	\$ 16.02	\$ 16.43	\$ 17.92	\$ 17.92	\$ 17.92	14.61	16.83	15.23	15.63	17.33	16.05
Dispatcher	\$ 15.18	\$ 15.18	\$ 15.18	\$ 16.73	\$ 17.57	\$ 17.15	15.15	16.09	15.79	12.45	13.15	12.80
Expediter												
Night Lead Houseperson	\$ 12.25	\$ 13.08	\$ 12.85				14.04	14.04	14.04	12.15	13.65	13.35
Shampoo Person	\$ 16.15	\$ 16.15	\$ 16.15	\$ 15.77	\$ 15.77	\$ 15.77				9.68	9.68	9.68
Public Space Cleaner	\$ 14.62	\$ 14.64	\$ 14.64	\$ 14.33	\$ 14.80	\$ 14.61	12.17	13.56	12.93	11.02	13.38	11.85
Floor Technician (Marble/Carpets, etc.)	\$ 11.00	\$ 12.75	\$ 11.31	\$ 17.36	\$ 17.36	\$ 17.36	15.97	15.97	15.97	14.10	14.33	14.10
Houseperson	\$ 13.22	\$ 13.87	\$ 13.58	\$ 14.15	\$ 15.20	\$ 14.67	12.43	13.98	13.03	11.36	12.70	11.80
Floor Supervisor	\$ 14.80	\$ 15.42	\$ 15.24	\$ 16.99	\$ 17.30	\$ 17.16	15.74	16.53	16.33	14.41	15.51	15.23
Room Attendant	\$ 13.37	\$ 13.85	\$ 13.68	\$ 13.94	\$ 14.69	\$ 14.31	12.27	13.70	12.96	11.01	12.99	11.81
Turndown Attendant	\$ 15.78	\$ 15.78	\$ 15.78	\$ 14.77	\$ 15.31	\$ 15.03	12.33	13.64	12.82	10.72	12.02	11.28
Deep Cleaning Attendant	\$ 19.65	\$ 19.65	\$ 19.65	\$ 17.25	\$ 17.25	\$ 17.25	10.00	15.00	12.12	11.39	14.18	12.75
Housekeeping Clerk	\$ 15.09	\$ 15.09	\$ 15.09	\$ 17.07	\$ 17.07	\$ 17.07	15.11	15.11	15.11	12.00	16.20	14.72
Butler										15.00	16.48	15.44
Head Butler												
Shampoo/Marble Technician				\$ 18.04	\$ 18.04	\$ 18.04						
Window Washer	\$ 16.15	\$ 16.15	\$ 16.15							13.00	17.55	13.37
LAUNDRY												
Supervisor	\$ 19.60	\$ 19.60	\$ 19.60	\$ 17.77	\$ 18.48	\$ 18.12	14.04	15.15	14.59	14.07	15.58	15.27
Utility Attendants	\$ 13.96	\$ 14.53	\$ 14.35	\$ 14.77	\$ 16.41	\$ 15.63	12.30	13.98	13.62	10.42	12.25	10.80
Washer	\$ 15.45	\$ 15.45	\$ 15.45	\$ 15.47	\$ 15.47	\$ 15.47	11.58	12.98	12.54	12.25	14.35	12.99
Presser				\$ 16.22	\$ 16.40	\$ 16.35	13.71	14.21	13.96			
Sorter				\$ 16.30	\$ 16.30	\$ 16.30	13.33	13.33	13.33	12.45	12.45	12.45
Uniform Room Attendant	\$ 15.35	\$ 15.37	\$ 15.37	\$ 15.80	\$ 15.80	\$ 15.80	13.66	14.06	14.06	11.79	13.36	12.40
Alterationist	\$ 16.15	\$ 16.15	\$ 16.15	\$ 16.16	\$ 16.16	\$ 16.16	13.62	15.00	14.85	13.65	14.74	14.38
Dry Cleaner				\$ 18.06	\$ 18.88	\$ 18.47	16.97	16.97	16.97	14.53	20.10	18.44
SECURITY & PARKING												
Security Supervisor	\$ 19.18	\$ 19.43	\$ 19.36	\$ 19.97	\$ 20.70	\$ 20.34	17.38	18.69	18.32	17.06	19.25	18.09
Security Dispatcher										13.00	13.00	13.00
Security Officer	\$ 16.29	\$ 16.46	\$ 16.40	\$ 16.07	\$ 17.39	\$ 16.70	14.01	15.36	14.54	13.18	15.16	13.69
Security Officer (3rd shift)	\$ 17.30	\$ 17.43	\$ 17.18	\$ 17.90	\$ 17.90	\$ 17.90	13.94	15.75	15.08	14.42	15.15	14.73
Parking Lot Attendant	\$ 8.25	\$ 8.25	\$ 8.25	\$ 10.70	\$ 17.99	\$ 14.34	9.00	10.00	9.50			
Parking Lot Dispatcher	\$ 14.75	\$ 14.75	\$ 14.75									
FRONT DESK / OPERATIONS												
Supervisor	\$ 16.65	\$ 17.35	\$ 16.93	\$ 18.81	\$ 19.17	\$ 18.99	16.58	18.18	17.47	17.51	19.37	18.01
Front Desk Clerk	\$ 15.14	\$ 15.60	\$ 15.36	\$ 16.36	\$ 17.19	\$ 16.70	14.35	15.63	14.76	13.14	14.22	13.41
Front Desk Clerk (3rd shift)	\$ 16.37	\$ 17.03	\$ 16.43	\$ 18.56	\$ 18.58	\$ 18.57	15.11	16.71	15.87	14.83	14.83	14.83
Front Office Runner												
Reservations Supervisor	\$ 18.88	\$ 18.88	\$ 18.88	\$ 19.65	\$ 20.32	\$ 20.10	17.49	17.49	17.49	16.69	18.25	17.41
Reservations Agent	\$ 15.16	\$ 15.16	\$ 15.16	\$ 17.35	\$ 17.68	\$ 17.55	14.60	15.89	15.27	13.06	14.28	13.83
Group Coordinator	\$ 16.10	\$ 16.91	\$ 16.21	\$ 17.81	\$ 17.81	\$ 17.81	17.82	19.32	18.18	14.48	16.09	15.04
Concierge	\$ 15.70	\$ 16.03	\$ 15.87	\$ 16.13	\$ 17.09	\$ 16.60	14.58	16.23	15.79	12.81	14.71	13.53
Head Concierge	\$ 20.04	\$ 20.04	\$ 20.04	\$ 20.28	\$ 20.28	\$ 20.28	17.60	17.78	17.78	17.59	18.90	17.59
Lobby Attendant	\$ 9.00	\$ 10.57	\$ 10.44	\$ 16.49	\$ 16.49	\$ 16.49	13.81	13.81	13.81	13.00	13.86	13.21
Rooms Controller	\$ 19.67	\$ 19.67	\$ 19.67	\$ 18.55	\$ 18.55	\$ 18.55	12.00	18.00	12.20	14.48	15.25	15.12
Management Trainee (In development)				\$ 18.05	\$ 18.05	\$ 18.05	19.81	19.81	19.81			
COMMUNICATIONS / PBX												
Supervisor	\$ 16.69	\$ 17.10	\$ 17.10	\$ 17.73	\$ 17.73	\$ 17.73	15.58	18.08	16.27	16.43	19.13	18.04
Operator	\$ 14.39	\$ 14.57	\$ 14.52	\$ 16.25	\$ 16.53	\$ 16.40	13.85	15.47	14.67	12.95	14.88	13.40
Operator (3rd shift)	\$ 15.43	\$ 15.43	\$ 15.43				14.64	16.31	15.25	14.15	15.05	15.05
UNIFORM SERVICE												
Guest Relations Coordinator				\$ 20.00	\$ 20.00	\$ 20.00				15.00	15.51	15.00
Guest Service Supervisor	\$ 17.57	\$ 17.81	\$ 17.81	\$ 15.76	\$ 15.76	\$ 15.76	16.50	16.50	16.50	15.68	15.68	15.68
Guest Service Attendant										9.25	9.25	9.25
Bell Captain	\$ 11.87	\$ 12.56	\$ 12.56	\$ 11.32	\$ 12.04	\$ 11.73	9.75	11.36	10.65	11.90	14.17	12.48
Driver				\$ 13.35	\$ 13.99	\$ 13.75	11.36	11.86	11.61	12.00	12.44	12.44
Bell Attendant	\$ 9.40	\$ 9.42	\$ 9.41	\$ 8.83	\$ 9.91	\$ 9.03	8.47	9.15	8.68	8.46	9.22	8.73
Door Person	\$ 11.37	\$ 11.37	\$ 11.37	\$ 8.73	\$ 9.48	\$ 9.10	11.97	12.42	12.14	9.20	9.84	9.36
Valet / Garage Attendant	\$ 10.91	\$ 10.91	\$ 10.91	\$ 9.73	\$ 11.53	\$ 10.02	8.56	10.16	9.05	8.20	8.83	8.53
Garage Cashier	\$ 13.10	\$ 13.50	\$ 13.10	\$ 13.80	\$ 13.80	\$ 13.80	12.83	12.83	12.83	9.70	9.76	9.70
ENGINEERING												
Supervisor	\$ 25.53	\$ 26.87	\$ 25.80	\$ 26.05	\$ 27.07	\$ 26.47	25.49	27.82	27.14	23.39	27.47	26.77
Coordinator	\$ 19.25	\$ 19.25	\$ 19.25	\$ 19.33	\$ 19.33	\$ 19.33	17.13	18.69	17.31	17.17	19.61	18.02



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Painter	\$ 18.71	\$ 19.59	\$ 19.59	\$ 22.98	\$ 24.12	\$ 23.55	18.73	19.32	18.98	16.42	20.45	17.68
Mechanical Engineer	\$ 27.96	\$ 27.96	\$ 27.96	\$ 34.15	\$ 34.15	\$ 34.15	19.25	25.03	24.39	21.03	23.89	23.89
General Maintenance	\$ 15.58	\$ 19.17	\$ 16.79	\$ 20.44	\$ 21.53	\$ 20.98	21.94	23.29	22.59	15.46	24.34	21.58
Engineer 1 (low skill)	\$ 16.66	\$ 17.68	\$ 17.35	\$ 17.74	\$ 18.74	\$ 18.38	17.13	18.43	17.75	14.70	16.02	15.24
Engineer 2 (medium skill)	\$ 20.43	\$ 21.24	\$ 20.65	\$ 20.27	\$ 21.23	\$ 20.70	19.76	22.11	21.08	17.33	20.89	18.59
Engineer 3 (high skill)	\$ 24.06	\$ 24.16	\$ 24.16	\$ 24.60	\$ 25.26	\$ 25.02	24.61	26.62	26.07	20.11	23.77	21.22
Utility Engineer (entry level)	\$ 19.46	\$ 19.46	\$ 19.46				15.15	15.35	15.25	17.00	30.36	23.59
Carpenter	\$ 24.05	\$ 24.05	\$ 24.05	\$ 30.93	\$ 30.93	\$ 30.93	21.84	22.84	22.34	19.61	24.87	24.68
SALES/MKTG, CATERING & CONV SVC												
Receptionist	\$ 15.52	\$ 16.83	\$ 16.83									
Administrative Assistant	\$ 18.13	\$ 18.40	\$ 18.27	\$ 19.20	\$ 20.52	\$ 19.76	17.16	19.05	17.99	15.06	17.86	15.63
Event/Social Media Admin Assistant							20.15	20.15	20.15	16.17	18.80	16.20
Social Media / Marketing Coordinator	\$ 19.58	\$ 19.58	\$ 19.58	\$ 23.91	\$ 25.60	\$ 24.76	12.00	18.00	13.46	21.23	21.23	21.23
Sales / Catering Coordinator	\$ 18.00	\$ 18.77	\$ 18.28	\$ 20.37	\$ 20.96	\$ 20.67	17.37	19.64	17.89	15.69	17.84	16.41
Wedding Coordinator										15.25	15.25	15.25
Marketing Coordinator												
Sales Systems Analyst	\$ 19.34	\$ 19.34	\$ 19.34	\$ 19.50	\$ 21.25	\$ 20.69	17.16	18.20	18.20	20.28	20.28	20.28
Tour Coordinator												
Convention/Conference Svcs Coordinator	\$ 17.19	\$ 18.34	\$ 17.72	\$ 19.20	\$ 19.20	\$ 19.20	18.76	19.52	19.35	18.00	18.00	18.00
Meeting Concierge				\$ 15.50	\$ 18.60	\$ 16.21	16.71	18.92	18.92	16.00	16.00	16.00
VIP Coordinator	\$ 21.63	\$ 21.63	\$ 21.63									
AUDIO VISUAL												
Audio Visual Supervisor												
Audio Visual Technician							14.42	16.52	15.47			
INFORMATION TECHNOLOGY / MIS												
MIS Coordinator				\$ 29.57	\$ 29.57	\$ 29.57	20.00	23.00	21.50	16.00	17.72	16.00
PC Specialist	\$ 18.55	\$ 18.55	\$ 18.55	\$ 21.06	\$ 21.36	\$ 21.21	18.77	20.77	19.77			
Computer Programmer							27.00	27.81	27.81			



2014 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
GROUND - LANDSCAPING												
Grounds Supervisor				\$ 24.65	\$ 24.65	\$ 24.65	15.00	16.20	16.20			
Grounds Keeper				\$ 14.70	\$ 15.74	\$ 15.22	11.27	14.06	12.96	10.72	13.29	11.46
Landscaper												
Floral Attendant												
SPA / HEALTH CLUB / RETAIL												
Spa Supervisor	\$ 17.93	\$ 17.93	\$ 17.93	\$ 19.00	\$ 19.00	\$ 19.00	17.02	18.45	18.12	15.56	17.70	16.91
Front Desk Spa - Reception/Scheduler	\$ 15.25	\$ 15.25	\$ 15.25	\$ 15.87	\$ 16.27	\$ 16.06	15.13	15.42	15.42	10.71	12.11	11.24
Lounge Attendant				\$ 13.00	\$ 15.91	\$ 14.24	15.59	15.59	15.59	9.40	9.77	9.40
Massage Therapist	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.20	\$ 8.20	\$ 8.20	11.81	11.96	11.96	8.00	9.00	8.30
Esthetician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.20	\$ 8.20	\$ 8.20	8.41	8.61	8.61	8.00	8.50	8.29
Nail Technician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.80	\$ 8.80	\$ 8.80	9.12	9.42	9.42	8.00	8.50	8.23
Hair Stylist							8.24	8.83	8.83			
Health Club Attendant (Cleaning/Janitorial)				\$ 14.68	\$ 14.68	\$ 14.68	13.10	14.03	13.95	10.00	12.21	10.46
Retail Supervisor				\$ 15.88	\$ 17.65	\$ 16.48	17.98	19.23	19.23	16.50	19.50	18.65
Retail Clerk/Attendant	\$ 14.63	\$ 14.63	\$ 14.63				13.65	14.02	14.02	10.24	11.71	10.76
Child Activities Leader				\$ 14.00	\$ 14.42	\$ 14.21	10.50	11.00	10.75	13.15	15.90	14.10
Aerobics / Pilates / Yoga Instructor							18.12	21.42	19.92	17.49	18.14	17.91
GOLF / TENNIS / POOL / CNTRY CLB												
Golf Supervisor												
Golf Pro												
Golf Caddy												
Golf Instructor												
Greens Keeper												
Spray Technician (greens)												
Irrigators												
Head Mechanic										25.33	25.33	25.33
Mechanic										22.33	22.33	22.33
Equipment Operator												
Bag Room Attendant												
Golf Shop Retain Attendant												
Buyer (Golf Outlet)												
Foreperson												
Golf Lead Server												
Golf Server												
Tennis Supervisor												
Tennis Coordinator												
Tennis Instructor										10.67	11.85	11.85
Tennis Lead Server												
Tennis Server												
Tennis Bartender												
Pool Supervisor	\$ 18.29	\$ 18.79	\$ 18.54							8.00	8.00	8.00
Pool Lead Server							14.84	14.87	14.84			
Pool Server	\$ 9.44	\$ 9.44	\$ 9.44	\$ 8.85	\$ 8.85	\$ 8.85	8.29	8.42	8.42	8.00	8.00	8.00
Pool Bartender	\$ 14.54	\$ 14.54	\$ 14.54	\$ 13.84	\$ 13.84	\$ 13.84				8.00	8.00	8.00
Aquatics Coordinator/Pool Concierge												
Aquatics Instructor							14.00	15.00	14.50			
Lead Life Guard												
Life Guard							10.75	11.25	11.00			
Lead Pool Attendant				\$ 14.69	\$ 14.69	\$ 14.69						
Pool Attendant	\$ 14.80	\$ 14.80	\$ 14.80	\$ 12.84	\$ 14.51	\$ 13.26	12.52	13.06	13.06	10.00	11.26	10.32
Fitness Attendant	\$ 14.25	\$ 14.25	\$ 14.25				11.87	11.87	11.87			
Country Club Lead Server												
Country Club Server												
Country Club Bartender												
Artist in Residence												
Camp Counselor												
Night Shift Differential Amount:				\$ 1.06								
Do you cap (\$) hourly positions:		0			0			0			0	
If yes, at what year are most capped:												



2013 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
OFFICE & CLERICAL												
Benefits Coordinator	\$ 19.21	\$ 23.65	\$ 20.99				\$ 21.00	\$ 22.00	\$ 21.50	\$ 20.42	\$ 20.76	\$ 20.59
HR Coordinator	\$ 18.78	\$ 19.85	\$ 19.03	\$ 17.60	\$ 19.32	\$ 17.75	\$ 17.73	\$ 19.15	\$ 18.93	\$ 17.71	\$ 18.98	\$ 18.32
Employment Coordinator										\$ 18.00	\$ 18.00	\$ 18.00
HR Representative/Clerk												
HR Assistant	\$ 15.50	\$ 16.83	\$ 16.17	\$ 15.88	\$ 15.88	\$ 15.88	\$ 14.95	\$ 15.62	\$ 15.62	\$ 14.75	\$ 17.55	\$ 16.15
Safety Coordinator							\$ 17.20	\$ 17.20	\$ 17.20			
File Clerk	\$ 10.66	\$ 10.66	\$ 10.66									
Receptionist	\$ 14.25	\$ 18.10	\$ 15.25							\$ 10.75	\$ 17.89	\$ 15.05
Executive Administrative Assistant to GM	\$ 21.96	\$ 22.80	\$ 22.30	\$ 22.94	\$ 25.14	\$ 23.34	\$ 22.38	\$ 24.38	\$ 23.38	\$ 19.44	\$ 25.26	\$ 23.53
Administrative Assistant to a Manager	\$ 17.08	\$ 18.75	\$ 17.92	\$ 19.34	\$ 21.59	\$ 19.76	\$ 17.01	\$ 18.93	\$ 17.92	\$ 14.75	\$ 20.64	\$ 16.82
Design Assistant												
Intern				\$ 9.00	\$ 9.00	\$ 9.00						
FINANCE												
Paymaster	\$ 23.21	\$ 26.25	\$ 25.48	\$ 22.37	\$ 22.37	\$ 22.37	\$ 22.50	\$ 23.75	\$ 23.13	\$ 20.44	\$ 22.79	\$ 21.84
Payroll Clerk	\$ 16.00	\$ 16.00	\$ 16.00				\$ 18.67	\$ 21.73	\$ 20.91	\$ 20.96	\$ 23.34	\$ 22.15
Accounts Payable Clerk	\$ 18.10	\$ 19.96	\$ 18.99	\$ 18.53	\$ 19.03	\$ 19.03	\$ 17.95	\$ 19.15	\$ 18.97	\$ 18.62	\$ 20.70	\$ 19.39
Accounting Clerk	\$ 16.85	\$ 17.85	\$ 17.25	\$ 18.59	\$ 18.59	\$ 18.59	\$ 15.00	\$ 17.00	\$ 16.39	\$ 18.98	\$ 20.66	\$ 19.82
Accounts Receivable Clerk	\$ 17.09	\$ 17.91	\$ 17.45	\$ 19.68	\$ 20.18	\$ 20.18	\$ 17.74	\$ 19.14	\$ 18.34	\$ 18.03	\$ 21.54	\$ 19.82
Lead Night Auditor				\$ 15.00	\$ 19.00	\$ 17.50	\$ 18.37	\$ 18.37	\$ 18.37	\$ 17.24	\$ 21.11	\$ 19.18
Night Auditor	\$ 16.84	\$ 16.84	\$ 16.84	\$ 15.80	\$ 17.05	\$ 16.27	\$ 13.85	\$ 16.52	\$ 15.13	\$ 13.98	\$ 15.62	\$ 13.98
Day Auditor	\$ 18.43	\$ 19.69	\$ 18.57	\$ 18.74	\$ 18.74	\$ 18.74	\$ 18.66	\$ 18.66	\$ 18.66	\$ 19.25	\$ 21.11	\$ 20.18
Purchasing Agent				\$ 17.68	\$ 19.01	\$ 18.01	\$ 16.87	\$ 17.98	\$ 17.25	\$ 14.21	\$ 17.30	\$ 15.51
Purchasing Administrative Assistant							\$ 15.75	\$ 16.75	\$ 16.25	\$ 14.45	\$ 14.45	\$ 14.45
General Cashier	\$ 16.81	\$ 18.36	\$ 17.74	\$ 18.68	\$ 18.68	\$ 18.68	\$ 16.89	\$ 17.14	\$ 17.01	\$ 18.24	\$ 19.78	\$ 19.01
Credit & Collections Clerk	\$ 14.00	\$ 17.78	\$ 14.50				\$ 17.00	\$ 25.16	\$ 19.57			
Senior Clerk										\$ 20.56	\$ 23.14	\$ 21.85



2013 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
STOREROOM												
Supervisor	\$ 19.62	\$ 20.25	\$ 20.21	\$ 20.54	\$ 20.54	\$ 20.54	\$ 17.28	\$ 18.92	\$ 18.43	\$ 13.50	\$ 18.77	\$ 16.13
Storeroom Clerk	\$ 14.61	\$ 15.26	\$ 14.74	\$ 16.41	\$ 16.41	\$ 16.41	\$ 13.84	\$ 15.48	\$ 14.59	\$ 11.67	\$ 14.72	\$ 12.62
Lead Storeroom Clerk												
Receiving Clerk	\$ 15.53	\$ 15.53	\$ 15.53	\$ 17.94	\$ 17.98	\$ 17.96	\$ 15.12	\$ 15.87	\$ 15.87	\$ 14.26	\$ 16.11	\$ 15.13
F&B CASHIER												
Head Cashier				\$ 12.00	\$ 12.00	\$ 12.00				\$ 10.35	\$ 11.50	\$ 10.74
Room Service Cashier	\$ 12.50	\$ 15.87	\$ 13.11	\$ 12.80	\$ 13.70	\$ 13.25	\$ 12.04	\$ 14.68	\$ 14.18	\$ 12.25	\$ 14.33	\$ 12.91
Room Service Cashier (3rd shift)	\$ 14.25	\$ 14.25	\$ 14.25	\$ 11.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 12.00			
Restaurant Cashier	\$ 12.43	\$ 14.12	\$ 12.63	\$ 12.00	\$ 12.00	\$ 12.00	\$ 13.13	\$ 14.70	\$ 14.07			
CULINARY												
Kitchen Supervisor	\$ 17.84	\$ 19.86	\$ 18.98	\$ 16.57	\$ 16.95	\$ 16.76	\$ 17.06	\$ 19.15	\$ 18.15	\$ 17.50	\$ 22.93	\$ 20.13
Garde Manger	\$ 16.68	\$ 16.68	\$ 16.68	\$ 19.01	\$ 19.01	\$ 19.01	\$ 16.30	\$ 18.05	\$ 18.05	\$ 10.00	\$ 18.23	\$ 13.98
Assistant Garde Manger												
Butcher	\$ 17.95	\$ 18.28	\$ 18.28	\$ 19.53	\$ 19.53	\$ 19.53				\$ 19.58	\$ 19.86	\$ 19.58
Pastry Chef	\$ 19.39	\$ 19.39	\$ 19.39				\$ 18.81	\$ 18.81	\$ 18.81	\$ 18.27	\$ 18.27	\$ 18.27
Assistant Pastry Chef	\$ 19.40	\$ 19.40	\$ 19.40							\$ 17.99	\$ 19.57	\$ 17.99
Pastry Cook I	\$ 17.68	\$ 17.68	\$ 17.68	\$ 16.60	\$ 17.16	\$ 16.88	\$ 16.52	\$ 17.10	\$ 17.10	\$ 15.21	\$ 17.23	\$ 16.32
Pastry Cook II (baker)	\$ 16.95	\$ 17.20	\$ 17.08	\$ 16.57	\$ 16.90	\$ 16.66	\$ 16.73	\$ 16.73	\$ 16.73	\$ 13.77	\$ 15.78	\$ 14.56
MAIN KITCHEN / BANQUETS												
Lead Cook (Cook I)	\$ 17.51	\$ 17.71	\$ 17.62	\$ 16.98	\$ 18.23	\$ 17.42	\$ 16.93	\$ 18.16	\$ 17.55	\$ 14.21	\$ 18.54	\$ 16.26
Main Cook (Cook II)	\$ 16.06	\$ 16.80	\$ 16.30	\$ 15.70	\$ 16.66	\$ 16.21	\$ 14.67	\$ 16.57	\$ 15.72	\$ 12.90	\$ 15.73	\$ 14.18
Prep Cook (Cook III)	\$ 14.70	\$ 15.16	\$ 14.76	\$ 14.40	\$ 15.13	\$ 14.60	\$ 11.77	\$ 13.54	\$ 12.73	\$ 11.50	\$ 13.52	\$ 12.56
Pantry (Entry Level)	\$ 12.98	\$ 14.93	\$ 13.95	\$ 16.69	\$ 16.69	\$ 16.69	\$ 14.03	\$ 16.22	\$ 15.71	\$ 12.35	\$ 12.35	\$ 12.35
Cook (3rd shift)				\$ 18.09	\$ 18.09	\$ 18.09	\$ 14.46	\$ 15.30	\$ 14.88	\$ 15.00	\$ 15.00	\$ 15.00
Lead Pantry				\$ 15.88	\$ 15.88	\$ 15.88	\$ 17.31	\$ 17.31	\$ 17.31			
Banquet Cook	\$ 17.41	\$ 17.41	\$ 17.41				\$ 14.11	\$ 16.05	\$ 16.05	\$ 18.40	\$ 18.40	\$ 18.40
Apprentice	\$ 10.50	\$ 10.50	\$ 10.50	\$ 9.00	\$ 9.00	\$ 9.00				\$ 10.00	\$ 10.00	\$ 10.00
Buffet Runner/Food Runner	\$ 12.56	\$ 16.45	\$ 12.56	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.39	\$ 13.50	\$ 13.46	\$ 8.74	\$ 11.62	\$ 9.74
GOURMET RESTAURANT												
Lead Cook (Cook I)				\$ 16.62	\$ 16.93	\$ 16.74	\$ 16.59	\$ 17.71	\$ 17.15	\$ 15.90	\$ 18.23	\$ 16.99
Main Cook (Cook II)				\$ 15.21	\$ 16.20	\$ 15.59	\$ 16.13	\$ 16.98	\$ 16.55	\$ 13.84	\$ 15.88	\$ 14.72
Prep Cook (Cook III)				\$ 14.82	\$ 14.91	\$ 14.86	\$ 12.16	\$ 13.51	\$ 12.83	\$ 12.10	\$ 14.11	\$ 12.77
Pantry (Entry Level)				\$ 16.23	\$ 16.23	\$ 16.23	\$ 17.48	\$ 17.48	\$ 17.48	\$ 12.18	\$ 16.33	\$ 12.56
MAIN RESTAURANT												
Lead Cook (Cook I)	\$ 17.80	\$ 17.85	\$ 17.83	\$ 16.33	\$ 16.38	\$ 16.34	\$ 14.84	\$ 17.50	\$ 15.62	\$ 14.65	\$ 18.17	\$ 16.18
Main Cook (Cook II)	\$ 16.65	\$ 16.78	\$ 16.78	\$ 16.20	\$ 16.20	\$ 16.20	\$ 16.05	\$ 16.83	\$ 16.43	\$ 12.72	\$ 14.36	\$ 13.57
Prep Cook (Cook III)	\$ 15.53	\$ 15.53	\$ 15.53	\$ 15.76	\$ 15.87	\$ 15.82	\$ 12.88	\$ 15.40	\$ 13.96	\$ 12.17	\$ 13.75	\$ 12.93
Pantry (Entry Level)	\$ 13.40	\$ 13.40	\$ 13.40	\$ 16.69	\$ 16.69	\$ 16.69				\$ 11.55	\$ 13.15	\$ 12.43
EMPLOYEE CAFETERIA												
Supervisor	\$ 15.19	\$ 17.07	\$ 15.31	\$ 19.23	\$ 19.23	\$ 19.23	\$ 15.25	\$ 16.57	\$ 15.67	\$ 16.16	\$ 17.01	\$ 16.89
Cook	\$ 15.28	\$ 16.07	\$ 15.48	\$ 15.99	\$ 16.49	\$ 16.28	\$ 15.14	\$ 15.78	\$ 15.69	\$ 12.53	\$ 12.93	\$ 12.72
Server	\$ 13.89	\$ 15.28	\$ 13.90	\$ 16.44	\$ 16.61	\$ 16.53	\$ 12.88	\$ 15.02	\$ 14.47			
Utility	\$ 14.09	\$ 14.09	\$ 14.09	\$ 13.26	\$ 14.95	\$ 13.74	\$ 12.32	\$ 12.82	\$ 12.57	\$ 11.23	\$ 12.93	\$ 12.07
STEWADING												
Supervisor	\$ 16.22	\$ 17.53	\$ 16.80	\$ 16.36	\$ 17.03	\$ 16.62	\$ 15.42	\$ 16.42	\$ 15.92	\$ 14.13	\$ 16.78	\$ 15.98
Night Cleaner Supervisor							\$ 13.00	\$ 13.00	\$ 13.00	\$ 12.64	\$ 12.64	\$ 12.64
Night Cleaner	\$ 12.95	\$ 12.95	\$ 12.95	\$ 14.64	\$ 14.64	\$ 14.64	\$ 12.90	\$ 14.58	\$ 14.25	\$ 13.59	\$ 13.90	\$ 13.75
Steward	\$ 13.64	\$ 14.28	\$ 13.73	\$ 12.88	\$ 14.00	\$ 13.30	\$ 11.86	\$ 13.66	\$ 12.87	\$ 10.81	\$ 12.96	\$ 11.54
Pot Washer				\$ 12.25	\$ 13.25	\$ 12.75				\$ 11.00	\$ 12.26	\$ 11.84
Ware Washer				\$ 15.50	\$ 15.50	\$ 15.50						
Banquet Runner							\$ 12.77	\$ 14.62	\$ 14.23			
ROOM SERVICE - IN ROOM DINING												
Supervisor	\$ 15.25	\$ 18.73	\$ 15.85	\$ 15.30	\$ 15.92	\$ 15.61	\$ 17.62	\$ 17.62	\$ 17.62	\$ 12.88	\$ 13.88	\$ 13.21
Order Taker	\$ 14.59	\$ 15.33	\$ 14.73	\$ 14.83	\$ 15.65	\$ 15.12	\$ 13.43	\$ 15.23	\$ 14.46	\$ 11.65	\$ 13.84	\$ 12.37
Server	\$ 8.77	\$ 8.98	\$ 8.79	\$ 8.49	\$ 8.65	\$ 8.52	\$ 8.05	\$ 8.58	\$ 8.31	\$ 8.06	\$ 8.67	\$ 8.26
Bus Person	\$ 14.55	\$ 14.55	\$ 14.55	\$ 12.95	\$ 12.95	\$ 12.95	\$ 10.49	\$ 11.95	\$ 11.49	\$ 8.50	\$ 8.50	\$ 8.50
Captain				\$ 10.95	\$ 10.95	\$ 10.95				\$ 11.33	\$ 14.73	\$ 12.62
GOURMET RESTAURANT												
Supervisor	\$ 17.00	\$ 18.74	\$ 17.33				\$ 17.07	\$ 18.07	\$ 17.57	\$ 16.33	\$ 19.05	\$ 17.94
Host Person/Greeter	\$ 14.94	\$ 15.61	\$ 15.02	\$ 15.09	\$ 15.96	\$ 15.46	\$ 13.53	\$ 14.57	\$ 13.71	\$ 11.82	\$ 13.48	\$ 12.41
Server	\$ 8.59	\$ 8.59	\$ 8.59	\$ 8.06	\$ 8.13	\$ 8.06	\$ 8.00	\$ 8.37	\$ 8.17	\$ 8.41	\$ 9.44	\$ 8.85
Buspersion	\$ 11.30	\$ 11.30	\$ 11.30	\$ 9.95	\$ 10.25	\$ 10.05	\$ 10.59	\$ 11.93	\$ 11.37	\$ 8.42	\$ 9.76	\$ 8.96
Food Runner	\$ 11.80	\$ 11.80	\$ 11.80	\$ 10.79	\$ 10.91	\$ 10.81	\$ 12.92	\$ 14.32	\$ 13.68	\$ 8.44	\$ 9.10	\$ 8.75
Captain				\$ 12.00	\$ 12.00	\$ 12.00						
Sommelier/Wine Steward	\$ 15.00	\$ 15.00	\$ 15.00	\$ 19.12	\$ 21.36	\$ 20.24				\$ 14.50	\$ 20.30	\$ 17.40
CAFÉ or MAIN RESTAURANT												
Supervisor	\$ 15.44	\$ 16.60	\$ 15.66	\$ 16.00	\$ 19.71	\$ 17.86	\$ 15.45	\$ 17.21	\$ 15.96	\$ 16.50	\$ 16.75	\$ 16.63
Host Person/Greeter	\$ 12.69	\$ 14.16	\$ 13.48	\$ 14.10	\$ 14.45	\$ 14.29	\$ 14.06	\$ 15.34	\$ 14.72	\$ 11.80	\$ 13.37	\$ 12.40
Server	\$ 9.66	\$ 9.66	\$ 9.66	\$ 8.19	\$ 8.69	\$ 8.29	\$ 8.16	\$ 8.69	\$ 8.28	\$ 8.09	\$ 9.00	\$ 8.35
Buspersion	\$ 10.88	\$ 10.88	\$ 10.88	\$ 10.56	\$ 10.81	\$ 10.73	\$ 10.72	\$ 11.56	\$ 11.31	\$ 8.42	\$ 9.48	\$ 8.64
MINI BAR												
Supervisor				\$ 16.00	\$ 16.00	\$ 16.00						
Attendant	\$ 13.12	\$ 13.34	\$ 13.26	\$ 12.63	\$ 13.14	\$ 12.91	\$ 12.74	\$ 12.74	\$ 12.74	\$ 11.00	\$ 12.81	\$ 11.95
CONCIERGE - CLUB LOUNGE												
Concierge/Host	\$ 13.48	\$ 14.08	\$ 13.73	\$ 17.74	\$ 17.74	\$ 17.74	\$ 14.45	\$ 16.19	\$ 15.73	\$ 12.98	\$ 15.23	\$ 13.34



2013 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Food Attendant	\$ 12.55	\$ 12.55	\$ 12.55				\$ 12.76	\$ 14.88	\$ 14.35			
BEVERAGE OUTLET												
Beverage Outlet Supervisor	\$ 20.00	\$ 20.00	\$ 20.00				\$ 18.02	\$ 18.02	\$ 18.02	\$ 15.00	\$ 15.00	\$ 15.00
Head Bartender	\$ 13.39	\$ 15.89	\$ 14.59	\$ 15.39	\$ 15.39	\$ 15.39	\$ 11.76	\$ 12.64	\$ 12.20	\$ 13.84	\$ 15.84	\$ 14.79
Service Bartender	\$ 10.00	\$ 13.00	\$ 12.50	\$ 14.34	\$ 14.34	\$ 14.34	\$ 13.21	\$ 14.44	\$ 14.40	\$ 11.99	\$ 11.99	\$ 11.99
Bartender	\$ 11.53	\$ 11.97	\$ 11.80	\$ 11.88	\$ 12.43	\$ 12.05	\$ 11.45	\$ 12.84	\$ 12.24	\$ 9.41	\$ 10.75	\$ 9.99
Café Bartender												
Host Person/Greeter	\$ 15.79	\$ 15.79	\$ 15.79	\$ 16.57	\$ 16.57	\$ 16.57	\$ 14.11	\$ 14.11	\$ 14.11	\$ 8.00	\$ 8.00	\$ 8.00
Cocktail Server	\$ 8.99	\$ 8.99	\$ 8.99	\$ 8.07	\$ 8.07	\$ 8.07	\$ 8.00	\$ 8.30	\$ 8.04	\$ 8.53	\$ 8.70	\$ 8.62
Barback	\$ 10.38	\$ 10.73	\$ 10.48	\$ 12.67	\$ 12.82	\$ 12.74	\$ 13.02	\$ 14.03	\$ 13.90	\$ 8.64	\$ 9.18	\$ 8.93
Front Bartender (night club)				\$ 8.00	\$ 8.00	\$ 8.00				\$ 8.25	\$ 9.23	\$ 8.58
OTHER OUTLETS												
Snack bar/Coffee Attendant	\$ 12.27	\$ 13.41	\$ 12.65	\$ 15.37	\$ 15.37	\$ 15.37	\$ 14.51	\$ 15.60	\$ 15.60	\$ 10.50	\$ 15.47	\$ 11.46
Cashier	\$ 12.43	\$ 14.12	\$ 12.59	\$ 15.37	\$ 15.37	\$ 15.37	\$ 13.09	\$ 16.36	\$ 16.36			
Barista Line Server (i.e.: Starbucks)	\$ 13.55	\$ 13.55	\$ 13.55	\$ 14.31	\$ 14.31	\$ 14.31	\$ 14.21	\$ 16.39	\$ 15.84	\$ 12.50	\$ 12.81	\$ 12.59
BANQUET FOOD SERVICE												
Captain	\$ 15.90	\$ 16.57	\$ 16.07	\$ 12.66	\$ 12.76	\$ 12.66	\$ 10.85	\$ 12.04	\$ 11.58	\$ 11.46	\$ 12.76	\$ 11.73
Captain including tips				\$ 21.63	\$ 21.63	\$ 21.63	\$ 39.05	\$ 39.05	\$ 39.05	\$ 10.75	\$ 10.75	\$ 10.75
Server	\$ 11.51	\$ 11.89	\$ 11.70	\$ 9.40	\$ 9.45	\$ 9.40	\$ 8.96	\$ 9.96	\$ 9.36	\$ 8.06	\$ 8.89	\$ 8.45
Server including tips	\$ 8.00	\$ 8.00	\$ 8.00				\$ 29.49	\$ 29.49	\$ 29.49	\$ 8.00	\$ 8.00	\$ 8.00
Bus Person	\$ 11.35	\$ 11.35	\$ 11.35	\$ 11.26	\$ 11.26	\$ 11.26	\$ 9.61	\$ 10.37	\$ 10.37	\$ 10.08	\$ 10.70	\$ 10.23
Bus Person including tips												
BANQUET BEVERAGE SERVICE												
Banquet Beverage Captain	\$ 12.15	\$ 12.15	\$ 12.15	\$ 9.03	\$ 9.03	\$ 9.03	\$ 12.82	\$ 12.82	\$ 12.82	\$ 8.25	\$ 9.50	\$ 9.36
Banquet Beverage Captain including tips												
Bartender	\$ 9.95	\$ 9.95	\$ 9.95	\$ 17.88	\$ 17.88	\$ 17.88	\$ 11.42	\$ 13.15	\$ 12.62	\$ 8.57	\$ 10.03	\$ 9.32
Bartender including tips							\$ 35.27	\$ 35.27	\$ 35.27	\$ 8.00	\$ 8.00	\$ 8.00
Barback				\$ 12.26	\$ 12.26	\$ 12.26	\$ 11.24	\$ 13.43	\$ 12.84			
Barback including tips										\$ 8.00	\$ 8.00	\$ 8.00
BANQUET SET UP												
Supervisor	\$ 14.55	\$ 15.81	\$ 14.91	\$ 16.50	\$ 16.50	\$ 16.50	\$ 14.97	\$ 16.47	\$ 15.72	\$ 10.81	\$ 15.32	\$ 12.68
Supervisor including tips												
Lead Houseperson	\$ 13.41	\$ 14.27	\$ 14.27	\$ 16.08	\$ 16.25	\$ 16.08	\$ 12.86	\$ 14.01	\$ 12.86	\$ 11.65	\$ 11.65	\$ 11.65
Lead Houseperson including tips							\$ 35.22	\$ 35.22	\$ 35.22			
Houseperson	\$ 13.14	\$ 14.66	\$ 13.87	\$ 13.03	\$ 13.14	\$ 13.07	\$ 11.90	\$ 13.31	\$ 12.29	\$ 8.93	\$ 10.47	\$ 9.48
Houseperson including tips							\$ 20.45	\$ 20.45	\$ 20.45	\$ 9.50	\$ 9.50	\$ 9.50
HOUSEKEEPING												
Office Supervisor	\$ 16.83	\$ 16.83	\$ 16.83	\$ 15.70	\$ 16.18	\$ 15.94	\$ 13.71	\$ 17.17	\$ 15.22	\$ 15.75	\$ 17.01	\$ 16.39
Dispatcher	\$ 14.46	\$ 14.46	\$ 14.46	\$ 15.63	\$ 16.94	\$ 16.20	\$ 14.33	\$ 15.28	\$ 15.14	\$ 13.50	\$ 14.68	\$ 14.11
Expediter												
Night Lead Houseperson	\$ 17.75	\$ 17.75	\$ 17.75				\$ 14.34	\$ 14.34	\$ 14.34	\$ 12.59	\$ 14.33	\$ 12.92
Shampoo Person	\$ 14.55	\$ 15.57	\$ 15.06									
Public Space Cleaner	\$ 13.93	\$ 14.47	\$ 14.18	\$ 13.60	\$ 14.22	\$ 13.80	\$ 11.77	\$ 12.99	\$ 12.50	\$ 11.23	\$ 12.65	\$ 11.91
Floor Technician (Marble/Carpets, etc.)				\$ 16.80	\$ 16.80	\$ 16.80	\$ 14.40	\$ 14.40	\$ 14.40	\$ 11.83	\$ 15.22	\$ 13.15
Houseperson	\$ 13.48	\$ 14.17	\$ 13.59	\$ 13.07	\$ 14.40	\$ 13.73	\$ 11.81	\$ 13.53	\$ 12.56	\$ 11.30	\$ 12.97	\$ 11.93
Floor Supervisor	\$ 15.16	\$ 16.20	\$ 15.41	\$ 15.20	\$ 16.53	\$ 15.79	\$ 15.88	\$ 16.50	\$ 16.15	\$ 14.85	\$ 16.02	\$ 15.70
Room Attendant	\$ 13.23	\$ 14.16	\$ 13.40	\$ 12.80	\$ 14.17	\$ 13.34	\$ 11.70	\$ 13.77	\$ 12.71	\$ 10.82	\$ 12.69	\$ 11.51
Turndown Attendant	\$ 13.90	\$ 14.00	\$ 13.95	\$ 13.62	\$ 14.68	\$ 13.95	\$ 11.47	\$ 13.17	\$ 12.32	\$ 10.68	\$ 12.52	\$ 11.69
Deep Cleaning Attendant	\$ 15.05	\$ 15.05	\$ 15.05	\$ 16.35	\$ 16.35	\$ 16.35	\$ 15.54	\$ 19.25	\$ 16.78	\$ 12.00	\$ 14.14	\$ 13.07
Housekeeping Clerk	\$ 15.22	\$ 15.22	\$ 15.22	\$ 16.17	\$ 16.17	\$ 16.17	\$ 14.87	\$ 14.87	\$ 14.87	\$ 11.88	\$ 15.55	\$ 14.14
Butler										\$ 15.00	\$ 18.62	\$ 16.68
Head Butler										\$ 18.00	\$ 25.74	\$ 21.87
Shampoo/Marble Technician				\$ 12.88	\$ 15.26	\$ 13.51	\$ 10.86	\$ 13.35	\$ 11.38	\$ 16.52	\$ 16.52	\$ 16.52
LAUNDRY												
Supervisor	\$ 14.13	\$ 15.03	\$ 14.69	\$ 16.28	\$ 16.82	\$ 16.61	\$ 14.18	\$ 16.05	\$ 15.03	\$ 14.14	\$ 16.85	\$ 15.95
Utility Attendants	\$ 13.27	\$ 13.60	\$ 13.48	\$ 12.31	\$ 14.09	\$ 12.94	\$ 12.01	\$ 13.92	\$ 13.15	\$ 10.92	\$ 12.92	\$ 11.64
Washer	\$ 14.75	\$ 14.75	\$ 14.75	\$ 15.90	\$ 15.90	\$ 15.90	\$ 10.92	\$ 12.30	\$ 11.92	\$ 12.01	\$ 16.09	\$ 13.25
Presser				\$ 15.47	\$ 15.64	\$ 15.59	\$ 14.99	\$ 14.99	\$ 14.99	\$ 16.24	\$ 21.22	\$ 17.96
Sorter				\$ 13.97	\$ 15.08	\$ 14.32	\$ 12.75	\$ 12.75	\$ 12.75			
Uniform Room Attendant	\$ 14.14	\$ 15.35	\$ 14.43	\$ 14.82	\$ 15.00	\$ 14.93	\$ 13.32	\$ 14.36	\$ 14.36	\$ 11.72	\$ 12.72	\$ 12.24
Alterationist	\$ 14.55	\$ 15.41	\$ 15.41	\$ 15.61	\$ 15.61	\$ 15.61	\$ 15.59	\$ 15.59	\$ 15.59	\$ 13.37	\$ 14.40	\$ 13.95
Dry Cleaner				\$ 17.27	\$ 18.74	\$ 18.37	\$ 16.03	\$ 16.03	\$ 16.03	\$ 11.47	\$ 15.61	\$ 13.54
SECURITY & PARKING												
Security Supervisor	\$ 16.55	\$ 19.23	\$ 17.51	\$ 18.77	\$ 19.09	\$ 18.94	\$ 17.46	\$ 18.26	\$ 17.86	\$ 17.21	\$ 20.70	\$ 19.16
Security Dispatcher										\$ 10.00	\$ 13.94	\$ 13.00
Security Officer	\$ 15.77	\$ 16.79	\$ 16.21	\$ 15.72	\$ 16.68	\$ 15.99	\$ 14.02	\$ 17.14	\$ 14.46	\$ 13.33	\$ 16.02	\$ 14.50
Security Officer (3rd shift)	\$ 16.80	\$ 16.97	\$ 16.88	\$ 15.27	\$ 17.36	\$ 16.49	\$ 14.04	\$ 15.35	\$ 14.50	\$ 14.42	\$ 14.91	\$ 14.83
Parking Lot Attendant							\$ 9.00	\$ 10.00	\$ 9.50			
Parking Lot Dispatcher												
FRONT DESK / OPERATIONS												
Supervisor	\$ 16.65	\$ 17.75	\$ 17.01	\$ 17.06	\$ 17.78	\$ 17.46	\$ 16.35	\$ 18.55	\$ 17.40	\$ 16.32	\$ 17.48	\$ 16.80
Front Desk Clerk	\$ 15.15	\$ 15.75	\$ 15.30	\$ 15.23	\$ 16.07	\$ 15.62	\$ 13.97	\$ 15.75	\$ 14.67	\$ 13.16	\$ 14.05	\$ 13.37
Front Desk Clerk (3rd shift)	\$ 16.69	\$ 16.81	\$ 16.69	\$ 17.24	\$ 17.54	\$ 17.43	\$ 15.28	\$ 15.82	\$ 15.78	\$ 13.93	\$ 14.40	\$ 14.16
Front Office Runner												
Reservations Supervisor	\$ 19.25	\$ 19.25	\$ 19.25	\$ 18.41	\$ 18.41	\$ 18.41	\$ 15.20	\$ 15.20	\$ 15.20	\$ 17.42	\$ 17.57	\$ 17.57
Reservations Agent	\$ 15.26	\$ 15.70	\$ 15.27	\$ 15.76	\$ 16.06	\$ 15.88	\$ 14.89	\$ 16.69	\$ 16.22	\$ 13.35	\$ 14.86	\$ 14.19
Group Coordinator	\$ 15.48	\$ 23.22	\$ 17.53	\$ 18.42	\$ 18.42	\$ 18.42	\$ 17.25	\$ 18.66	\$ 18.14	\$ 14.50	\$ 17.19	\$ 16.40
Concierge	\$ 15.07	\$ 16.07	\$ 15.77	\$ 15.80	\$ 16.32	\$ 16.11	\$ 14.87	\$ 15.61	\$ 15.24	\$ 12.87	\$ 15.34	\$ 14.42
Head Concierge	\$ 18.45	\$ 22.89	\$ 19.97	\$ 19.31	\$ 19.31	\$ 19.31	\$ 18.39	\$ 18.39	\$ 18.39	\$ 10.33	\$ 10.33	\$ 10.33



2013 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Lobby Attendant	\$ 15.43	\$ 16.88	\$ 15.43	\$ 12.75	\$ 14.25	\$ 13.25				\$ 13.00	\$ 18.07	\$ 15.54
Rooms Controller	\$ 15.49	\$ 18.24	\$ 16.27	\$ 19.16	\$ 19.16	\$ 19.16	\$ 15.00	\$ 17.88	\$ 16.44	\$ 13.34	\$ 16.71	\$ 15.24
Management Trainee (In development)	\$ 15.38	\$ 15.38	\$ 15.38	\$ 16.91	\$ 16.91	\$ 16.91	\$ 19.81	\$ 19.81	\$ 19.81	\$ 15.00	\$ 21.15	\$ 18.08
COMMUNICATIONS / PBX												
Supervisor	\$ 14.85	\$ 16.61	\$ 16.07	\$ 18.17	\$ 18.17	\$ 18.17	\$ 16.35	\$ 17.89	\$ 16.77	\$ 15.96	\$ 15.96	\$ 15.96
Operator	\$ 14.07	\$ 14.88	\$ 14.29	\$ 15.31	\$ 15.83	\$ 15.68	\$ 13.48	\$ 15.66	\$ 14.57	\$ 12.65	\$ 14.61	\$ 13.67
Operator (3rd shift)	\$ 15.03	\$ 15.03	\$ 15.03				\$ 14.17	\$ 15.71	\$ 14.27	\$ 14.75	\$ 14.75	\$ 14.75
UNIFORM SERVICE												
Guest Relations Coordinator	\$ 18.30	\$ 18.30	\$ 18.30	\$ 19.25	\$ 19.25	\$ 19.25				\$ 13.00	\$ 14.68	\$ 13.54
Bell Captain	\$ 11.79	\$ 11.79	\$ 11.79	\$ 11.24	\$ 11.94	\$ 11.59	\$ 11.24	\$ 13.16	\$ 12.25	\$ 10.87	\$ 12.87	\$ 11.54
Driver				\$ 11.65	\$ 12.36	\$ 12.08	\$ 8.36	\$ 8.36	\$ 8.36	\$ 12.20	\$ 12.40	\$ 12.30
Bell Attendant	\$ 8.96	\$ 9.08	\$ 8.99	\$ 8.53	\$ 9.98	\$ 8.86	\$ 8.14	\$ 9.10	\$ 8.46	\$ 8.42	\$ 9.28	\$ 8.72
Door Person	\$ 11.17	\$ 11.17	\$ 11.17	\$ 8.55	\$ 9.23	\$ 8.83	\$ 8.86	\$ 9.03	\$ 8.94	\$ 8.90	\$ 9.45	\$ 9.18
Page				\$ 14.54	\$ 15.39	\$ 14.96						
Valet / Garage Attendant	\$ 9.48	\$ 9.48	\$ 9.48	\$ 8.58	\$ 12.17	\$ 9.80	\$ 8.33	\$ 8.67	\$ 8.50	\$ 8.19	\$ 8.59	\$ 8.39
Garage Cashier	\$ 14.35	\$ 14.35	\$ 14.35	\$ 12.65	\$ 13.62	\$ 13.17	\$ 11.58	\$ 12.24	\$ 11.91	\$ 10.13	\$ 11.37	\$ 10.69
ENGINEERING												
Supervisor	\$ 27.84	\$ 30.35	\$ 29.86	\$ 25.90	\$ 26.65	\$ 26.28	\$ 26.50	\$ 29.57	\$ 28.19	\$ 22.87	\$ 25.39	\$ 25.01
Coordinator	\$ 18.49	\$ 18.49	\$ 18.49	\$ 17.82	\$ 18.23	\$ 18.23	\$ 17.33	\$ 20.09	\$ 17.82	\$ 14.88	\$ 20.10	\$ 18.10
Painter	\$ 21.00	\$ 22.20	\$ 21.90	\$ 20.19	\$ 22.11	\$ 20.51	\$ 21.80	\$ 22.92	\$ 22.35	\$ 16.41	\$ 20.97	\$ 17.88
Mechanical Engineer	\$ 23.50	\$ 24.83	\$ 24.02	\$ 28.44	\$ 29.20	\$ 28.82	\$ 25.17	\$ 28.06	\$ 27.50	\$ 19.00	\$ 24.72	\$ 24.72
General Maintenance	\$ 18.19	\$ 18.19	\$ 18.19	\$ 20.19	\$ 20.74	\$ 20.41	\$ 22.25	\$ 24.58	\$ 22.98	\$ 16.10	\$ 19.50	\$ 18.04
Engineer 1 (low skill)	\$ 19.66	\$ 20.93	\$ 20.34	\$ 19.51	\$ 20.99	\$ 20.32	\$ 16.54	\$ 17.83	\$ 16.97	\$ 15.33	\$ 18.46	\$ 17.29
Engineer 2 (medium skill)	\$ 22.41	\$ 23.32	\$ 22.59	\$ 18.56	\$ 19.38	\$ 18.99	\$ 19.54	\$ 21.55	\$ 20.59	\$ 17.13	\$ 22.11	\$ 19.26
Engineer 3 (high skill)	\$ 25.46	\$ 27.28	\$ 26.04	\$ 21.23	\$ 21.46	\$ 21.35	\$ 21.46	\$ 23.53	\$ 22.83	\$ 18.88	\$ 27.23	\$ 23.40
Utility Engineer (entry level)	\$ 16.61	\$ 16.61	\$ 16.61	\$ 18.23	\$ 18.23	\$ 18.23	\$ 14.80	\$ 15.05	\$ 14.93			
Carpenter				\$ 27.07	\$ 27.07	\$ 27.07	\$ 26.77	\$ 26.77	\$ 26.77	\$ 22.77	\$ 26.88	\$ 23.97
SALES, CATERING & CONV SVC												
Receptionist	\$ 15.50	\$ 15.50	\$ 15.50									
Administrative Assistant	\$ 17.94	\$ 19.04	\$ 18.06	\$ 17.70	\$ 18.58	\$ 17.83	\$ 15.54	\$ 17.91	\$ 16.73	\$ 15.76	\$ 19.38	\$ 17.13
Social Media / Marketing Coordinator	\$ 19.33	\$ 19.33	\$ 19.33	\$ 18.38	\$ 18.38	\$ 18.38	\$ 17.96	\$ 21.80	\$ 18.19	\$ 23.50	\$ 23.50	\$ 23.50
Sales / Catering Coordinator	\$ 17.70	\$ 19.45	\$ 18.55	\$ 17.74	\$ 19.87	\$ 18.53	\$ 17.68	\$ 19.76	\$ 18.51	\$ 16.29	\$ 18.73	\$ 16.98
Wedding Coordinator												
Sales Systems Analyst	\$ 15.48	\$ 23.22	\$ 18.78	\$ 24.07	\$ 24.24	\$ 24.24	\$ 20.67	\$ 21.03	\$ 20.85	\$ 17.00	\$ 24.14	\$ 20.57
Tour Coordinator												
Convention/Conference Svcs Coordinator	\$ 18.45	\$ 19.96	\$ 18.45				\$ 18.00	\$ 19.00	\$ 18.75	\$ 15.75	\$ 18.45	\$ 16.17
Meeting Concierge	\$ 15.50	\$ 15.50	\$ 15.50	\$ 13.25	\$ 17.55	\$ 13.50				\$ 13.50	\$ 13.50	\$ 13.50
VIP Coordinator										\$ 18.75	\$ 18.75	\$ 18.75
AUDIO VISUAL												
Audio Visual Supervisor												
Audio Visual Technician										\$ 17.00	\$ 17.00	\$ 17.00
INFORMATION TECHNOLOGY / MIS												
MIS Coordinator				\$ 28.85	\$ 28.85	\$ 28.85	\$ 20.00	\$ 23.00	\$ 21.50	\$ 16.00	\$ 16.48	\$ 16.24
PC Specialist	\$ 16.00	\$ 20.32	\$ 18.01	\$ 19.00	\$ 19.57	\$ 19.29	\$ 18.00	\$ 18.00	\$ 18.00			
Computer Programmer												
GROUNDS - LANDSCAPING												
Grounds Supervisor				\$ 24.05	\$ 24.05	\$ 24.05	\$ 17.00	\$ 17.00	\$ 17.00			
Grounds Keeper				\$ 14.47	\$ 14.46	\$ 14.47	\$ 12.00	\$ 13.00	\$ 12.50	\$ 14.53	\$ 19.44	\$ 16.32
Landscaper				\$ 15.87	\$ 16.18	\$ 16.18				\$ 11.83	\$ 11.83	\$ 11.83
Floral Attendant												
SPA / HEALTH CLUB / RETAIL												
Spa Supervisor	\$ 18.81	\$ 18.81	\$ 18.81	\$ 16.50	\$ 17.51	\$ 17.01	\$ 21.90	\$ 21.90	\$ 21.90	\$ 16.31	\$ 18.84	\$ 17.39
Front Desk Spa - Reception/Scheduler	\$ 13.96	\$ 14.11	\$ 14.06	\$ 14.82	\$ 15.12	\$ 14.97	\$ 15.23	\$ 15.70	\$ 15.47	\$ 12.13	\$ 14.04	\$ 12.52
Lounge Attendant				\$ 13.25	\$ 15.19	\$ 14.49				\$ 10.88	\$ 11.79	\$ 11.14
Massage Therapist	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.16	\$ 8.28	\$ 8.16	\$ 8.19	\$ 8.19	\$ 8.19	\$ 8.00	\$ 9.29	\$ 8.29
Esthetician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.53	\$ 8.53	\$ 8.53	\$ 8.19	\$ 8.19	\$ 8.19	\$ 8.05	\$ 8.11	\$ 8.07
Nail Technician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.53	\$ 8.53	\$ 8.53				\$ 8.00	\$ 8.36	\$ 8.22
Hair Stylist										\$ 8.00	\$ 8.00	\$ 8.00
Health Club Attendant (Cleaning/Janitorial)	\$ 15.17	\$ 15.17	\$ 15.17	\$ 14.11	\$ 14.11	\$ 14.11	\$ 16.00	\$ 16.00	\$ 16.00	\$ 10.85	\$ 12.12	\$ 11.20
Retail Supervisor	\$ 18.50	\$ 18.50	\$ 18.50				\$ 19.20	\$ 19.20	\$ 19.20	\$ 16.39	\$ 17.89	\$ 16.89
Retail Clerk/Attendant	\$ 13.88	\$ 14.37	\$ 14.37	\$ 15.50	\$ 15.50	\$ 15.50	\$ 13.17	\$ 13.42	\$ 13.31	\$ 10.83	\$ 12.32	\$ 11.28
Child Activities Leader				\$ 14.00	\$ 14.42	\$ 14.32				\$ 12.67	\$ 14.49	\$ 13.52
Aerobics / Pilates / Yoga Instructor							\$ 8.32	\$ 8.32	\$ 8.32	\$ 16.92	\$ 17.22	\$ 16.99
GOLF / TENNIS / POOL / CNTRY CLB												
Golf Supervisor												
Golf Pro												
Golf Caddy												
Golf Instructor												
Greens Keeper												
Irrigators												
Head Mechanic												
Mechanic												
Equipment Operator												
Bag Room Attendant												
Foreperson												
Golf Lead Server												
Golf Server												
Tennis Supervisor												



2013 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Tennis Coordinator												
Tennis Instructor										\$ 8.00	\$ 8.00	\$ 8.00
Tennis Lead Server												
Tennis Server												
Tennis Bartender												
Pool Supervisor	\$ 15.63	\$ 16.38	\$ 15.88	\$ 12.00	\$ 12.00	\$ 12.00				\$ 18.00	\$ 25.74	\$ 21.87
Pool Lead Server												
Pool Server	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.75	\$ 9.14	\$ 8.83	\$ 8.16	\$ 8.16	\$ 8.16	\$ 8.00	\$ 8.00	\$ 8.00
Pool Bartender				\$ 12.87	\$ 13.56	\$ 13.22				\$ 8.25	\$ 8.25	\$ 8.25
Aquatics Coordinator/Pool Concierge												
Aquatics Instructor												
Lead Life Guard												
Life Guard										\$ 12.00	\$ 16.56	\$ 14.28
Pool Attendant	\$ 13.48	\$ 13.48	\$ 13.48	\$ 14.07	\$ 14.07	\$ 14.07	\$ 16.00	\$ 16.00	\$ 16.00	\$ 11.00	\$ 13.77	\$ 12.32
Country Club Lead Server												
Country Club Server												
Country Club Bartender												
Artist in Residence												
Camp Counselor												
Night Shift Differential Amount:	\$ 0.88			\$ 0.88			\$ 1.52			\$ 1.00		
Do you cap (\$) hourly positions:	1			1			2			0		
If yes, at what year are most capped:	8						10					



2012 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
OFFICE & CLERICAL												
Benefits Coordinator	\$ 21.23	\$ 25.54	\$ 22.95				\$ 21.00	\$ 21.00	\$ 21.00			
HR Coordinator	\$ 17.25	\$ 18.73	\$ 18.30	\$ 18.78	\$ 19.22	\$ 18.87	\$ 17.00	\$ 18.22	\$ 17.90	\$ 15.92	\$ 18.42	\$ 16.67
Employment Coordinator							\$ 20.00	\$ 20.00	\$ 20.00			
HR Representative/Clerk	\$ 14.25	\$ 18.10	\$ 16.18				\$ 17.00	\$ 17.00	\$ 17.00			
HR Assistant	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.31	\$ 15.69	\$ 15.53	\$ 13.34	\$ 14.16	\$ 13.75	\$ 14.13	\$ 14.65	\$ 14.65
File Clerk	\$ 10.40	\$ 10.40	\$ 10.40									
Receptionist				\$ 15.00	\$ 15.00	\$ 15.00	\$ 12.00	\$ 13.00	\$ 12.10	\$ 13.50	\$ 17.55	\$ 15.53
Executive Administrative Assistant to GM	\$ 20.08	\$ 21.61	\$ 21.15	\$ 23.58	\$ 24.72	\$ 24.15	\$ 20.26	\$ 22.50	\$ 21.45	\$ 15.92	\$ 19.52	\$ 17.38
Administrative Assistant to a Manager	\$ 16.50	\$ 17.17	\$ 16.83	\$ 18.25	\$ 18.75	\$ 18.50	\$ 16.06	\$ 17.38	\$ 16.72	\$ 17.00	\$ 19.25	\$ 18.56
Design Assistant												
FINANCE												
Paymaster	\$ 21.87	\$ 24.58	\$ 23.94	\$ 19.41	\$ 20.91	\$ 20.16	\$ 20.17	\$ 22.36	\$ 21.41	\$ 18.12	\$ 20.42	\$ 19.15
Payroll Clerk	\$ 18.00	\$ 18.00	\$ 18.00	\$ 18.75	\$ 18.75	\$ 18.75	\$ 15.73	\$ 17.61	\$ 16.17	\$ 24.04	\$ 24.04	\$ 24.04
Accounts Payable Clerk	\$ 17.55	\$ 18.77	\$ 18.14	\$ 18.11	\$ 18.45	\$ 18.39	\$ 16.97	\$ 18.60	\$ 17.95	\$ 17.02	\$ 18.86	\$ 17.64
Accounting Clerk	\$ 15.68	\$ 17.64	\$ 16.97	\$ 16.97	\$ 19.07	\$ 17.52	\$ 16.01	\$ 18.17	\$ 17.00	\$ 18.17	\$ 19.25	\$ 18.59
Accounts Receivable Clerk	\$ 16.19	\$ 17.20	\$ 16.77	\$ 17.91	\$ 18.91	\$ 18.47	\$ 16.51	\$ 17.83	\$ 17.07	\$ 18.01	\$ 19.85	\$ 18.83
Lead Night Auditor	\$ 15.60	\$ 17.85	\$ 17.85				\$ 14.99	\$ 15.17	\$ 15.08	\$ 16.00	\$ 16.00	\$ 16.00
Night Auditor	\$ 14.97	\$ 16.57	\$ 16.12	\$ 15.92	\$ 16.36	\$ 16.08	\$ 13.41	\$ 14.49	\$ 14.06	\$ 13.31	\$ 14.98	\$ 13.90
Day Auditor	\$ 15.08	\$ 17.11	\$ 16.35	\$ 17.85	\$ 18.14	\$ 18.14	\$ 16.13	\$ 17.62	\$ 16.62	\$ 21.80	\$ 21.90	\$ 21.85
Purchasing Agent				\$ 20.26	\$ 20.26	\$ 20.26	\$ 16.00	\$ 17.45	\$ 16.27	\$ 12.64	\$ 14.85	\$ 13.61
Purchasing Administrative Assistant							\$ 16.50	\$ 16.50	\$ 16.50			
General Cashier	\$ 15.97	\$ 18.10	\$ 17.51	\$ 17.78	\$ 18.03	\$ 18.03	\$ 15.67	\$ 16.95	\$ 16.18	\$ 17.80	\$ 19.47	\$ 17.80
Credit & Collections Clerk	\$ 13.00	\$ 16.51	\$ 14.76									
Senior Clerk				\$ 17.00	\$ 17.00	\$ 17.00						
STOREROOM												
Supervisor	\$ 20.38	\$ 21.00	\$ 21.00	\$ 17.80	\$ 19.35	\$ 18.79	\$ 17.23	\$ 18.56	\$ 18.92	\$ 13.50	\$ 17.81	\$ 16.36
Storeroom Clerk	\$ 12.94	\$ 13.99	\$ 13.46	\$ 14.77	\$ 15.09	\$ 15.04	\$ 12.61	\$ 13.90	\$ 13.20	\$ 15.45	\$ 15.84	\$ 15.60
Lead Storeroom Clerk	\$ 12.93	\$ 17.22	\$ 16.27	\$ 16.65	\$ 16.65	\$ 16.65						
Receiving Clerk	\$ 13.25	\$ 14.30	\$ 13.92	\$ 17.07	\$ 17.30	\$ 17.30	\$ 13.47	\$ 15.11	\$ 14.52	\$ 15.03	\$ 15.48	\$ 15.20
F&B CASHIER												
Head Cashier							\$ 11.00	\$ 12.00	\$ 11.50			
Room Service Cashier	\$ 13.36	\$ 14.09	\$ 13.71	\$ 13.63	\$ 14.21	\$ 13.91	\$ 15.19	\$ 15.19	\$ 15.19	\$ 10.50	\$ 13.65	\$ 12.08
Room Service Cashier (3rd shift)				\$ 15.28	\$ 15.28	\$ 15.28	\$ 12.60	\$ 13.35	\$ 12.97			
Restaurant Cashier	\$ 12.54	\$ 13.44	\$ 13.03									
CULINARY												
Kitchen Supervisor	\$ 17.68	\$ 19.69	\$ 19.12	\$ 16.61	\$ 18.14	\$ 17.01	\$ 16.12	\$ 18.22	\$ 17.08	\$ 16.50	\$ 19.44	\$ 17.37
Garde Manger	\$ 17.95	\$ 17.95	\$ 17.95				\$ 14.95	\$ 16.37	\$ 15.53	\$ 37.14	\$ 37.14	\$ 37.14
Assistant Garde Manger							\$ 17.05	\$ 17.05	\$ 17.05	\$ 16.00	\$ 17.15	\$ 17.15
Butcher	\$ 17.95	\$ 18.28	\$ 18.28	\$ 19.29	\$ 20.23	\$ 20.23				\$ 18.46	\$ 18.46	\$ 18.46
Pastry Chef							\$ 15.13	\$ 16.28	\$ 16.28	\$ 29.61	\$ 35.84	\$ 32.72
Assistant Pastry Chef	\$ 18.63	\$ 18.90	\$ 18.76				\$ 14.06	\$ 16.54	\$ 16.54	\$ 18.06	\$ 19.65	\$ 18.86
Pastry Cook I	\$ 17.33	\$ 17.50	\$ 17.50	\$ 15.25	\$ 16.06	\$ 15.70	\$ 14.47	\$ 15.16	\$ 14.89	\$ 13.92	\$ 15.25	\$ 14.58
Pastry Cook II (baker)	\$ 15.80	\$ 16.03	\$ 15.92	\$ 15.31	\$ 16.43	\$ 15.69	\$ 14.84	\$ 15.60	\$ 15.60	\$ 15.47	\$ 16.80	\$ 16.14
MAIN KITCHEN/BANQUETS												
Lead Cook (Cook I)	\$ 16.24	\$ 17.59	\$ 17.21	\$ 16.50	\$ 17.51	\$ 16.81	\$ 15.58	\$ 16.93	\$ 16.11	\$ 15.00	\$ 17.81	\$ 16.02
Main Cook (Cook II)	\$ 15.12	\$ 15.96	\$ 15.70	\$ 15.12	\$ 15.63	\$ 15.32	\$ 13.07	\$ 15.19	\$ 14.10	\$ 13.81	\$ 16.16	\$ 15.06
Prep Cook (Cook III)	\$ 14.25	\$ 14.47	\$ 14.38	\$ 14.11	\$ 14.63	\$ 14.39	\$ 12.63	\$ 14.70	\$ 13.80	\$ 12.67	\$ 14.18	\$ 13.21
Pantry (Entry Level)	\$ 12.50	\$ 12.60	\$ 12.52	\$ 13.70	\$ 14.30	\$ 13.87	\$ 12.60	\$ 13.36	\$ 13.11	\$ 12.12	\$ 13.44	\$ 12.30
Cook (3rd shift)	\$ 15.45	\$ 15.45	\$ 15.45	\$ 15.16	\$ 16.26	\$ 16.10	\$ 14.16	\$ 14.49	\$ 14.32			
Lead Pantry	\$ 18.00	\$ 19.50	\$ 19.50				\$ 14.00	\$ 17.12	\$ 15.31			
Banquet Cook	\$ 15.81	\$ 17.57	\$ 16.49	\$ 18.09	\$ 18.09	\$ 18.09	\$ 13.22	\$ 15.66	\$ 14.16	\$ 13.00	\$ 16.00	\$ 15.00
Apprentice							\$ 9.00	\$ 9.00	\$ 9.00	\$ 10.00	\$ 10.00	\$ 10.00
Buffet Runner/Food Runner	\$ 9.50	\$ 9.50	\$ 9.50	\$ 8.00	\$ 8.00	\$ 8.00	\$ 10.63	\$ 10.80	\$ 10.72	\$ 8.00	\$ 11.93	\$ 9.72
GOURMET RESTAURANT												
Lead Cook (Cook I)	\$ 16.50	\$ 18.00	\$ 17.13	\$ 17.04	\$ 17.34	\$ 17.20	\$ 15.38	\$ 16.71	\$ 16.17	\$ 16.00	\$ 17.10	\$ 16.50
Main Cook (Cook II)	\$ 14.50	\$ 14.94	\$ 14.94	\$ 15.48	\$ 16.29	\$ 15.95	\$ 13.91	\$ 15.05	\$ 14.62	\$ 14.35	\$ 15.77	\$ 14.35
Prep Cook (Cook III)	\$ 13.00	\$ 13.10	\$ 13.03	\$ 14.90	\$ 15.42	\$ 15.42	\$ 11.87	\$ 13.01	\$ 12.73	\$ 13.25	\$ 14.00	\$ 13.25
Pantry (Entry Level)				\$ 12.00	\$ 12.00	\$ 12.00	\$ 13.03	\$ 13.78	\$ 13.65	\$ 12.35	\$ 12.35	\$ 12.35
MAIN RESTAURANT												
Lead Cook (Cook I)	\$ 17.63	\$ 17.68	\$ 17.68	\$ 17.02	\$ 17.45	\$ 17.24	\$ 15.82	\$ 17.40	\$ 16.82	\$ 14.44	\$ 15.79	\$ 14.94
Main Cook (Cook II)	\$ 15.48	\$ 16.55	\$ 16.04	\$ 14.57	\$ 16.48	\$ 15.36	\$ 13.14	\$ 15.55	\$ 14.56	\$ 13.62	\$ 14.62	\$ 13.87
Prep Cook (Cook III)	\$ 14.28	\$ 14.55	\$ 14.28	\$ 14.58	\$ 15.68	\$ 15.11	\$ 12.00	\$ 14.39	\$ 13.73	\$ 12.70	\$ 13.03	\$ 12.87
Pantry (Entry Level)	\$ 12.83	\$ 14.09	\$ 13.46	\$ 14.68	\$ 14.70	\$ 14.69	\$ 13.22	\$ 13.97	\$ 13.90	\$ 11.99	\$ 11.99	\$ 11.99
EMPLOYEE CAFETERIA												
Supervisor	\$ 14.30	\$ 15.46	\$ 14.88				\$ 15.80	\$ 16.95	\$ 16.95	\$ 14.53	\$ 16.03	\$ 15.03
Cook	\$ 13.79	\$ 15.83	\$ 15.23	\$ 14.00	\$ 14.82	\$ 14.36	\$ 12.72	\$ 13.90	\$ 13.34	\$ 11.79	\$ 14.26	\$ 13.03
Server	\$ 13.19	\$ 13.41	\$ 13.38	\$ 12.44	\$ 12.84	\$ 12.71	\$ 10.23	\$ 12.59	\$ 12.59	\$ 10.17	\$ 11.98	\$ 10.70
Utility	\$ 13.05	\$ 13.21	\$ 13.21	\$ 13.47	\$ 13.47	\$ 13.47	\$ 11.75	\$ 12.56	\$ 12.20	\$ 11.40	\$ 11.40	\$ 11.40
STEWADING												
Supervisor	\$ 15.55	\$ 16.46	\$ 16.03	\$ 15.31	\$ 16.33	\$ 15.89	\$ 14.14	\$ 14.90	\$ 14.51	\$ 14.32	\$ 17.39	\$ 15.83
Night Cleaner Supervisor				\$ 15.10	\$ 15.10	\$ 15.10	\$ 11.75	\$ 12.50	\$ 12.13			
Night Cleaner	\$ 11.00	\$ 11.00	\$ 11.00	\$ 12.15	\$ 12.62	\$ 12.62	\$ 11.92	\$ 12.10	\$ 12.01	\$ 13.03	\$ 13.45	\$ 13.28
Steward	\$ 12.65	\$ 13.42	\$ 13.04	\$ 12.38	\$ 13.53	\$ 12.77	\$ 10.77	\$ 11.99	\$ 11.37	\$ 10.75	\$ 12.10	\$ 11.34
Pot Washer				\$ 15.50	\$ 15.50	\$ 15.50	\$ 11.47	\$ 11.47	\$ 11.47	\$ 11.00	\$ 11.79	\$ 11.79
Ware Washer				\$ 15.50	\$ 15.50	\$ 15.50	\$ 9.85	\$ 9.85	\$ 9.85	\$ 9.00	\$ 12.00	\$ 10.32
Banquet Runner	\$ 15.30	\$ 15.30	\$ 15.30	\$ 15.10	\$ 15.10	\$ 15.10	\$ 11.91	\$ 12.15	\$ 12.15			
ROOM SERVICE - IN ROOM DINING												



2012 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Supervisor	\$ 15.88	\$ 17.87	\$ 16.87	\$ 13.30	\$ 13.30	\$ 13.30	\$ 13.43	\$ 13.68	\$ 13.56	\$ 14.81	\$ 17.77	\$ 16.04
Order Taker	\$ 13.05	\$ 13.38	\$ 13.21	\$ 14.24	\$ 14.92	\$ 14.65	\$ 11.79	\$ 12.95	\$ 12.58	\$ 12.85	\$ 15.04	\$ 13.54
Server	\$ 8.58	\$ 8.73	\$ 8.65	\$ 8.19	\$ 8.65	\$ 8.34	\$ 8.06	\$ 8.45	\$ 8.25	\$ 8.00	\$ 8.51	\$ 8.26
Bus Person	\$ 11.05	\$ 11.58	\$ 11.32	\$ 12.12	\$ 12.38	\$ 12.38	\$ 12.31	\$ 13.29	\$ 12.96			
Captain				\$ 12.05	\$ 12.48	\$ 12.27	\$ 13.91	\$ 15.45	\$ 14.68	\$ 10.66	\$ 10.66	\$ 10.66
GOURMET RESTAURANT												
Supervisor	\$ 18.50	\$ 18.50	\$ 18.50	\$ 15.65	\$ 16.56	\$ 16.11	\$ 13.60	\$ 14.97	\$ 14.42	\$ 16.50	\$ 18.98	\$ 17.74
Host Person/Greeter	\$ 14.77	\$ 14.77	\$ 14.77	\$ 13.42	\$ 14.95	\$ 13.86	\$ 13.41	\$ 14.22	\$ 13.67	\$ 10.75	\$ 12.65	\$ 11.78
Server	\$ 8.05	\$ 8.05	\$ 8.05	\$ 8.02	\$ 8.02	\$ 8.02	\$ 9.15	\$ 10.23	\$ 9.93	\$ 8.33	\$ 9.52	\$ 8.88
Busperson	\$ 10.60	\$ 10.60	\$ 10.60	\$ 9.06	\$ 9.48	\$ 9.14	\$ 9.60	\$ 10.13	\$ 9.86	\$ 8.51	\$ 9.80	\$ 9.08
Captain				\$ 13.38	\$ 13.88	\$ 13.63	\$ 9.08	\$ 10.45	\$ 10.45	\$ 11.48	\$ 12.98	\$ 12.23
Sommelier/Wine Steward				\$ 13.07	\$ 14.52	\$ 14.02	\$ 9.37	\$ 10.44	\$ 10.44	\$ 14.15	\$ 16.55	\$ 15.35
CAFÉ												
Supervisor	\$ 14.92	\$ 17.54	\$ 16.87	\$ 17.00	\$ 17.00	\$ 17.00	\$ 12.95	\$ 15.04	\$ 14.24	\$ 15.70	\$ 17.95	\$ 16.83
Host Person/Greeter	\$ 11.60	\$ 11.85	\$ 11.60	\$ 14.96	\$ 14.96	\$ 14.96	\$ 11.00	\$ 12.44	\$ 11.60	\$ 8.75	\$ 11.18	\$ 10.09
Server	\$ 9.96	\$ 10.36	\$ 10.13	\$ 8.93	\$ 9.93	\$ 9.08	\$ 8.07	\$ 8.25	\$ 8.11	\$ 10.25	\$ 10.41	\$ 10.33
Busperson	\$ 9.98	\$ 10.93	\$ 10.46	\$ 11.21	\$ 11.21	\$ 11.21	\$ 9.33	\$ 10.55	\$ 9.85	\$ 8.00	\$ 8.00	\$ 8.00
MINI BAR												
Supervisor				\$ 16.00	\$ 16.00	\$ 16.00	\$ 8.32	\$ 8.32	\$ 8.32			
Attendant	\$ 12.47	\$ 12.63	\$ 12.58	\$ 12.73	\$ 13.84	\$ 13.36	\$ 11.01	\$ 12.35	\$ 11.86	\$ 10.40	\$ 11.03	\$ 10.76
CONCIERGE - CLUB LOUNGE												
Concierge/Host	\$ 12.83	\$ 13.52	\$ 13.17	\$ 15.30	\$ 15.30	\$ 15.30	\$ 12.76	\$ 14.95	\$ 14.25	\$ 13.33	\$ 15.22	\$ 14.25
Food Attendant	\$ 13.40	\$ 13.40	\$ 13.40				\$ 11.85	\$ 13.27	\$ 12.75	\$ 10.25	\$ 11.19	\$ 10.45
POOL SERVICE												
Supervisor	\$ 16.67	\$ 17.17	\$ 16.83	\$ 14.67	\$ 14.67	\$ 14.67	\$ 16.38	\$ 16.38	\$ 16.38	\$ 16.00	\$ 16.00	\$ 16.00
Server	\$ 8.78	\$ 8.78	\$ 8.78	\$ 8.75	\$ 8.80	\$ 8.80	\$ 8.08	\$ 8.99	\$ 8.08	\$ 9.73	\$ 10.00	\$ 9.80
Pool Concierge				\$ 12.75	\$ 12.75	\$ 12.75	\$ 10.03	\$ 11.27	\$ 11.27			
LifeGuard	\$ 12.00	\$ 12.36	\$ 12.14				\$ 11.52	\$ 15.26	\$ 12.14			
BEVERAGE OUTLET												
Beverage Outlet Supervisor				\$ 14.00	\$ 14.00	\$ 14.00	\$ 17.73	\$ 17.73	\$ 17.73	\$ 12.13	\$ 12.62	\$ 12.37
Head Bartender	\$ 11.95	\$ 14.06	\$ 13.01	\$ 12.25	\$ 12.25	\$ 12.25	\$ 12.32	\$ 13.12	\$ 12.74	\$ 10.00	\$ 10.80	\$ 10.40
Service Bartender	\$ 12.50	\$ 12.50	\$ 12.50	\$ 14.64	\$ 14.99	\$ 14.99	\$ 12.59	\$ 12.67	\$ 12.63	\$ 8.00	\$ 10.40	\$ 9.20
Bartender	\$ 11.79	\$ 12.14	\$ 11.96	\$ 11.19	\$ 11.59	\$ 11.32	\$ 10.52	\$ 11.66	\$ 11.13	\$ 10.52	\$ 12.10	\$ 11.28
Café Bartender				\$ 11.50	\$ 11.50	\$ 11.50						
Host Person/Greeter	\$ 11.00	\$ 11.00	\$ 11.00	\$ 16.05	\$ 16.05	\$ 16.05	\$ 11.22	\$ 11.22	\$ 11.22	\$ 8.00	\$ 12.20	\$ 10.75
Cocktail Server	\$ 9.36	\$ 9.51	\$ 9.43	\$ 8.07	\$ 8.07	\$ 8.07	\$ 8.04	\$ 8.26	\$ 8.07	\$ 8.17	\$ 8.24	\$ 8.21
Barback	\$ 11.19	\$ 11.19	\$ 11.19	\$ 11.44	\$ 12.13	\$ 11.89	\$ 10.44	\$ 10.85	\$ 10.85	\$ 9.99	\$ 9.99	\$ 9.99
Front Bartender (night club)										\$ 8.00	\$ 8.00	\$ 8.00
OTHER OUTLETS												
Snackbar/Coffee Attendant	\$ 11.31	\$ 12.12	\$ 11.86	\$ 13.35	\$ 13.35	\$ 13.35	\$ 11.64	\$ 13.19	\$ 12.84	\$ 11.00	\$ 11.76	\$ 11.38
Cashier	\$ 11.00	\$ 11.00	\$ 11.00									
Barista Line Server (i.e.: Starbucks)	\$ 11.00	\$ 11.17	\$ 11.03	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.29	\$ 13.29	\$ 13.29	\$ 10.25	\$ 12.83	\$ 11.29
BANQUET FOOD SERVICE												
Captain	\$ 12.56	\$ 12.84	\$ 12.73	\$ 10.41	\$ 10.47	\$ 10.47	\$ 12.02	\$ 13.87	\$ 12.84	\$ 10.07	\$ 12.00	\$ 11.06
Captain including tips	\$ 36.19	\$ 36.19	\$ 36.19				\$ 28.18	\$ 28.39	\$ 28.27	\$ 30.00	\$ 45.00	\$ 36.45
Server	\$ 9.47	\$ 9.47	\$ 9.47	\$ 8.05	\$ 8.05	\$ 8.05	\$ 9.25	\$ 10.52	\$ 9.79	\$ 8.00	\$ 8.67	\$ 8.35
Server including tips	\$ 26.90	\$ 26.90	\$ 26.90				\$ 23.47	\$ 29.96	\$ 27.38	\$ 15.00	\$ 25.00	\$ 19.84
Bus Person				\$ 10.45	\$ 10.45	\$ 10.45	\$ 9.50	\$ 9.50	\$ 9.50			
Bus Person including tips												
BANQUET BEVERAGE SERVICE												
Banquet Beverage Captain	\$ 12.00	\$ 12.00	\$ 12.00	\$ 8.75	\$ 11.75	\$ 8.75	\$ 11.59	\$ 13.87	\$ 11.93	\$ 9.00	\$ 9.24	\$ 9.50
Banquet Beverage Captain including tips												
Bartender	\$ 9.23	\$ 9.23	\$ 9.23	\$ 15.18	\$ 15.18	\$ 15.18	\$ 10.90	\$ 11.55	\$ 11.24	\$ 8.13	\$ 9.43	\$ 8.66
Bartender including tips	\$ 33.02	\$ 33.02	\$ 33.02				\$ 26.60	\$ 26.60	\$ 26.60			
Barback	\$ 9.96	\$ 9.96	\$ 9.96	\$ 14.87	\$ 14.87	\$ 14.87	\$ 10.79	\$ 10.81	\$ 10.81	\$ 8.00	\$ 8.00	\$ 8.00
Barback including tips							\$ 14.97	\$ 14.97	\$ 14.97			
BANQUET SET UP												
Supervisor	\$ 12.74	\$ 14.65	\$ 13.45				\$ 11.93	\$ 12.12	\$ 12.12	\$ 8.25	\$ 14.00	\$ 13.00
Supervisor including tips	\$ 35.13	\$ 35.13	\$ 35.13									
Lead Houseperson	\$ 13.09	\$ 13.95	\$ 13.95	\$ 15.48	\$ 15.70	\$ 15.70	\$ 12.46	\$ 13.71	\$ 13.21	\$ 11.31	\$ 14.21	\$ 12.97
Lead Houseperson including tips	\$ 19.00	\$ 19.00	\$ 19.00				\$ 33.54	\$ 33.54	\$ 33.54	\$ 8.25	\$ 10.00	\$ 10.00
Houseperson	\$ 11.52	\$ 12.97	\$ 12.25	\$ 12.59	\$ 13.16	\$ 12.66	\$ 10.56	\$ 11.56	\$ 10.93	\$ 8.72	\$ 10.26	\$ 9.15
Houseperson including tips	\$ 19.68	\$ 19.68	\$ 19.68				\$ 17.97	\$ 18.61	\$ 18.39			
HOUSEKEEPING												
Office Supervisor	\$ 14.34	\$ 14.87	\$ 14.87	\$ 14.83	\$ 15.71	\$ 15.47	\$ 12.74	\$ 14.86	\$ 13.80	\$ 14.87	\$ 17.12	\$ 16.04
Dispatcher	\$ 15.35	\$ 17.20	\$ 15.54	\$ 14.88	\$ 16.33	\$ 15.76	\$ 13.04	\$ 14.24	\$ 14.26	\$ 13.00	\$ 17.90	\$ 15.49
Expediter				\$ 12.73	\$ 12.73	\$ 12.73						
Night Lead Houseperson	\$ 12.00	\$ 12.36	\$ 12.36	\$ 15.15	\$ 15.15	\$ 15.15	\$ 11.60	\$ 13.10	\$ 12.35	\$ 11.25	\$ 11.25	\$ 11.25
Shampoo Person	\$ 15.06	\$ 15.57	\$ 15.45	\$ 14.43	\$ 14.99	\$ 14.99				\$ 10.00	\$ 13.00	\$ 11.50
Public Space Cleaner	\$ 13.15	\$ 13.70	\$ 13.42	\$ 13.06	\$ 14.01	\$ 13.34	\$ 12.03	\$ 12.78	\$ 12.40	\$ 11.28	\$ 13.11	\$ 11.79
Floor Technician (Marble/Carpets, etc.)	\$ 14.97	\$ 14.97	\$ 14.97	\$ 15.92	\$ 15.92	\$ 15.92	\$ 13.15	\$ 13.87	\$ 13.51	\$ 13.02	\$ 14.52	\$ 13.77
Houseperson	\$ 11.94	\$ 13.14	\$ 12.62	\$ 12.87	\$ 14.16	\$ 13.35	\$ 10.92	\$ 12.56	\$ 11.65	\$ 11.04	\$ 13.08	\$ 11.72
Floor Supervisor	\$ 14.66	\$ 15.91	\$ 15.27	\$ 15.14	\$ 16.13	\$ 15.44	\$ 14.80	\$ 15.35	\$ 15.08	\$ 12.32	\$ 13.93	\$ 13.25
Room Attendant	\$ 12.39	\$ 13.38	\$ 12.94	\$ 12.79	\$ 14.09	\$ 13.32	\$ 10.73	\$ 12.77	\$ 11.61	\$ 10.65	\$ 12.47	\$ 11.48
Turndown Attendant	\$ 13.25	\$ 13.31	\$ 13.28	\$ 13.16	\$ 13.65	\$ 13.46	\$ 11.02	\$ 12.24	\$ 11.74	\$ 10.78	\$ 12.44	\$ 11.41
Deep Cleaning Attendant	\$ 15.05	\$ 15.05	\$ 15.05				\$ 9.00	\$ 13.32	\$ 9.98	\$ 11.43	\$ 12.66	\$ 12.00
Housekeeping Clerk	\$ 12.00	\$ 14.50	\$ 13.00				\$ 14.67	\$ 14.67	\$ 14.67			



2012 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Butler										\$ 15.00	\$ 15.76	\$ 15.21
Head Butler												
Pool Attendant	\$ 13.35	\$ 13.35	\$ 13.35	\$ 13.44	\$ 13.73	\$ 13.73	\$ 11.58	\$ 11.58	\$ 11.58	\$ 12.48	\$ 12.48	\$ 12.48
LAUNDRY												
Supervisor	\$ 14.77	\$ 15.53	\$ 15.30	\$ 15.68	\$ 15.68	\$ 15.68	\$ 11.87	\$ 13.38	\$ 12.66	\$ 15.00	\$ 17.36	\$ 17.36
Utility Attendants	\$ 13.46	\$ 13.91	\$ 13.75	\$ 12.88	\$ 13.39	\$ 13.19	\$ 10.86	\$ 13.27	\$ 12.16	\$ 11.42	\$ 12.94	\$ 11.82
Washer	\$ 13.20	\$ 13.20	\$ 13.20	\$ 14.16	\$ 15.40	\$ 14.99	\$ 11.06	\$ 12.43	\$ 12.05	\$ 11.33	\$ 13.71	\$ 11.77
Presser	\$ 11.50	\$ 11.50	\$ 11.50	\$ 15.80	\$ 16.19	\$ 16.10	\$ 11.86	\$ 11.86	\$ 11.86			
Sorter	\$ 11.50	\$ 11.50	\$ 11.50	\$ 15.32	\$ 15.32	\$ 15.32	\$ 12.13	\$ 12.13	\$ 12.13	\$ 11.25	\$ 11.25	\$ 11.25
Uniform Room Attendant	\$ 13.17	\$ 14.41	\$ 13.77	\$ 14.07	\$ 14.26	\$ 14.22	\$ 12.76	\$ 13.24	\$ 13.24	\$ 12.06	\$ 12.68	\$ 12.35
Alterationist	\$ 13.03	\$ 13.46	\$ 13.46	\$ 14.65	\$ 14.94	\$ 14.94	\$ 13.94	\$ 14.34	\$ 14.34	\$ 13.75	\$ 14.38	\$ 14.38
Dry Cleaner				\$ 15.99	\$ 16.92	\$ 16.92	\$ 12.74	\$ 12.74	\$ 12.74	\$ 14.66	\$ 18.88	\$ 15.22
SECURITY & PARKING												
Security Supervisor	\$ 16.88	\$ 18.80	\$ 17.70	\$ 18.23	\$ 19.35	\$ 18.86	\$ 16.16	\$ 17.91	\$ 17.24	\$ 16.48	\$ 18.27	\$ 17.22
Security Dispatcher										\$ 11.00	\$ 14.30	\$ 12.65
Security Officer	\$ 14.89	\$ 15.77	\$ 15.54	\$ 15.20	\$ 16.60	\$ 16.00	\$ 13.43	\$ 15.27	\$ 14.19	\$ 13.33	\$ 15.15	\$ 13.77
Security Officer (3rd shift)	\$ 15.05	\$ 15.96	\$ 15.55	\$ 16.67	\$ 17.62	\$ 17.25	\$ 13.68	\$ 14.95	\$ 14.28	\$ 15.43	\$ 15.93	\$ 15.43
Parking Lot Attendant							\$ 10.00	\$ 14.90	\$ 11.50			
Parking Lot Dispatcher												
FRONT DESK / OPERATIONS												
Supervisor	\$ 15.45	\$ 17.45	\$ 16.71	\$ 17.73	\$ 17.89	\$ 17.81	\$ 15.19	\$ 17.31	\$ 16.19	\$ 16.38	\$ 17.96	\$ 17.04
Front Desk Clerk	\$ 13.95	\$ 15.19	\$ 14.67	\$ 14.98	\$ 16.28	\$ 15.46	\$ 13.02	\$ 14.68	\$ 13.62	\$ 12.07	\$ 13.86	\$ 12.73
Front Desk Clerk (3rd shift)	\$ 14.73	\$ 15.45	\$ 15.09	\$ 16.26	\$ 17.21	\$ 16.54	\$ 14.14	\$ 15.59	\$ 14.69	\$ 13.75	\$ 15.08	\$ 14.08
Reservations Supervisor	\$ 19.00	\$ 19.00	\$ 19.00				\$ 15.40	\$ 16.74	\$ 15.40	\$ 14.99	\$ 16.77	\$ 15.88
Reservations Agent	\$ 14.24	\$ 15.36	\$ 14.99	\$ 15.69	\$ 16.84	\$ 16.15	\$ 13.72	\$ 14.74	\$ 14.47	\$ 14.12	\$ 15.75	\$ 14.62
Group Coordinator	\$ 15.83	\$ 17.85	\$ 17.20	\$ 18.85	\$ 18.85	\$ 18.85	\$ 15.54	\$ 17.40	\$ 15.86	\$ 13.98	\$ 15.90	\$ 14.94
Concierge	\$ 14.69	\$ 16.46	\$ 15.17	\$ 15.40	\$ 16.42	\$ 16.72	\$ 13.64	\$ 14.57	\$ 14.22	\$ 11.30	\$ 16.80	\$ 14.30
Head Concierge	\$ 17.71	\$ 20.58	\$ 18.69	\$ 17.31	\$ 18.33	\$ 17.82	\$ 18.08	\$ 18.08	\$ 18.08	\$ 17.00	\$ 17.00	\$ 17.00
Rooms Controller	\$ 15.13	\$ 17.62	\$ 16.67	\$ 19.33	\$ 19.58	\$ 19.58	\$ 17.53	\$ 17.53	\$ 17.53	\$ 15.25	\$ 15.50	\$ 15.50
Management Trainee (In development)				\$ 10.00	\$ 10.00	\$ 10.00	\$ 19.23	\$ 19.23	\$ 19.23			
COMMUNICATIONS / PBX												
Supervisor	\$ 14.87	\$ 16.54	\$ 15.65	\$ 16.58	\$ 16.58	\$ 16.58	\$ 15.76	\$ 17.32	\$ 16.01	\$ 14.04	\$ 15.37	\$ 14.85
Operator	\$ 13.12	\$ 14.17	\$ 13.79	\$ 14.53	\$ 15.31	\$ 14.79	\$ 12.66	\$ 14.25	\$ 13.48	\$ 12.01	\$ 13.65	\$ 12.68
Operator (3rd shift)	\$ 13.57	\$ 14.67	\$ 13.98	\$ 16.84	\$ 17.43	\$ 17.43	\$ 13.49	\$ 15.28	\$ 13.95	\$ 13.76	\$ 13.86	\$ 13.81
UNIFORM SERVICE												
Guest Relations Coordinator	\$ 18.10	\$ 18.10	\$ 18.10							\$ 15.00	\$ 15.38	\$ 15.38
Bell Captain	\$ 10.25	\$ 10.92	\$ 10.70	\$ 11.70	\$ 11.71	\$ 11.71	\$ 10.73	\$ 12.47	\$ 11.23	\$ 11.17	\$ 12.29	\$ 12.04
Driver				\$ 11.30	\$ 12.45	\$ 11.52	\$ 8.60	\$ 9.75	\$ 9.18	\$ 11.29	\$ 11.37	\$ 11.29
Bell Attendant	\$ 8.77	\$ 8.97	\$ 8.86	\$ 8.55	\$ 9.72	\$ 8.99	\$ 8.25	\$ 8.90	\$ 8.47	\$ 8.13	\$ 8.92	\$ 8.50
Door Person	\$ 10.45	\$ 10.45	\$ 10.45	\$ 8.71	\$ 8.95	\$ 8.83	\$ 12.06	\$ 12.49	\$ 12.22	\$ 8.61	\$ 9.83	\$ 8.98
Page				\$ 13.26	\$ 13.26	\$ 13.26				\$ 9.50	\$ 9.50	\$ 9.50
Valet / Garage Attendant	\$ 9.34	\$ 9.34	\$ 9.34	\$ 8.29	\$ 8.50	\$ 8.50	\$ 8.00	\$ 9.38	\$ 8.41			
Garage Cashier	\$ 12.10	\$ 12.98	\$ 12.54	\$ 12.22	\$ 12.80	\$ 12.80	\$ 11.64	\$ 12.21	\$ 11.92	\$ 9.00	\$ 9.00	\$ 9.00
SPA / HEALTH CLUB / RETAIL												
Spa Supervisor	\$ 16.56	\$ 19.07	\$ 16.61	\$ 16.25	\$ 17.09	\$ 16.67	\$ 17.28	\$ 18.02	\$ 18.02	\$ 14.00	\$ 17.33	\$ 15.73
Reception/Scheduler	\$ 13.84	\$ 13.98	\$ 13.88	\$ 13.88	\$ 14.35	\$ 14.25	\$ 14.65	\$ 15.22	\$ 15.05	\$ 11.50	\$ 14.13	\$ 12.40
Massage Therapist	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.38	\$ 8.38	\$ 8.38	\$ 8.11	\$ 8.11	\$ 8.11	\$ 8.00	\$ 9.15	\$ 8.58
Esthetician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.71	\$ 8.71	\$ 8.71	\$ 8.11	\$ 8.11	\$ 8.11	\$ 8.08	\$ 8.51	\$ 8.36
Nail Technician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.45	\$ 8.45	\$ 8.45	\$ 8.16	\$ 8.16	\$ 8.16	\$ 8.12	\$ 8.40	\$ 8.31
Health Club Attendant (Cleaning/Janitorial)	\$ 13.56	\$ 13.69	\$ 13.60	\$ 12.70	\$ 13.31	\$ 13.12	\$ 11.76	\$ 13.05	\$ 12.92	\$ 10.17	\$ 12.22	\$ 10.69
Retail Supervisor	\$ 17.00	\$ 24.74	\$ 24.74	\$ 17.00	\$ 17.00	\$ 17.00	\$ 17.70	\$ 17.70	\$ 17.70	\$ 13.49	\$ 15.46	\$ 15.46
Retail Clerk/Attendant	\$ 12.50	\$ 14.33	\$ 13.82	\$ 13.00	\$ 13.00	\$ 13.00	\$ 12.98	\$ 13.11	\$ 13.05	\$ 12.00	\$ 13.01	\$ 12.41
Child Activities Leader	\$ 12.00	\$ 12.36	\$ 12.13	\$ 14.00	\$ 14.42	\$ 14.21	\$ 8.32	\$ 8.32	\$ 8.32	\$ 14.00	\$ 14.56	\$ 14.14
Aquatics Coordinator												
Aerobics Instructor							\$ 8.32	\$ 8.32	\$ 8.32			
Golf Pro	\$ 15.00	\$ 15.45	\$ 15.45							\$ 15.35	\$ 18.85	\$ 17.77
Golf Caddy										\$ 8.25	\$ 11.17	\$ 9.98
ENGINEERING												
Supervisor	\$ 23.63	\$ 27.33	\$ 26.52	\$ 26.25	\$ 26.25	\$ 26.25	\$ 25.90	\$ 28.43	\$ 27.78	\$ 23.57	\$ 23.57	\$ 23.57
Coordinator	\$ 17.43	\$ 17.59	\$ 17.59	\$ 17.49	\$ 17.70	\$ 17.70	\$ 16.43	\$ 18.31	\$ 17.65	\$ 14.34	\$ 17.59	\$ 15.89
Painter	\$ 20.13	\$ 21.56	\$ 21.20	\$ 20.12	\$ 21.35	\$ 20.97	\$ 16.93	\$ 18.40	\$ 18.03	\$ 16.92	\$ 21.09	\$ 18.92
Mechanical Engineer	\$ 24.71	\$ 26.46	\$ 25.63	\$ 24.96	\$ 26.64	\$ 26.64	\$ 22.24	\$ 24.99	\$ 24.25	\$ 18.15	\$ 21.36	\$ 19.49
General Maintenance	\$ 19.46	\$ 19.46	\$ 19.46	\$ 19.43	\$ 21.81	\$ 20.62	\$ 17.42	\$ 21.33	\$ 19.18	\$ 14.83	\$ 17.91	\$ 16.04
Engineer 1 (low skill)	\$ 17.74	\$ 19.51	\$ 18.82	\$ 16.41	\$ 17.97	\$ 17.74	\$ 16.02	\$ 17.32	\$ 16.68	\$ 14.40	\$ 17.90	\$ 15.94
Engineer 2 (medium skill)	\$ 19.06	\$ 20.98	\$ 20.45	\$ 18.61	\$ 20.26	\$ 19.63	\$ 20.10	\$ 21.86	\$ 21.36	\$ 16.75	\$ 24.08	\$ 18.75
Engineer 3 (high skill)	\$ 21.39	\$ 22.86	\$ 22.35	\$ 20.05	\$ 21.28	\$ 20.81	\$ 24.74	\$ 26.22	\$ 25.71	\$ 20.67	\$ 23.84	\$ 22.00
Utility Engineer (entry level)	\$ 13.13	\$ 14.40	\$ 13.99	\$ 15.44	\$ 15.44	\$ 15.44	\$ 14.97	\$ 16.60	\$ 15.98			
Carpenter	\$ 22.75	\$ 25.65	\$ 24.40	\$ 21.47	\$ 21.47	\$ 21.47	\$ 21.39	\$ 24.73	\$ 23.06			
GROUNDS - LANDSCAPING												
Grounds Supervisor				\$ 24.69	\$ 24.69	\$ 24.69	\$ 13.50	\$ 15.50	\$ 13.75			
Grounds Keeper				\$ 13.26	\$ 13.45	\$ 13.45	\$ 12.00	\$ 12.00	\$ 12.00	\$ 14.11	\$ 14.11	\$ 14.11
Landscaper				\$ 13.79	\$ 13.79	\$ 13.79	\$ 10.00	\$ 12.50	\$ 10.00			
Floral Attendant												
SALES, CATERING & CONVENTION SVC												
Receptionist	\$ 15.50	\$ 17.00	\$ 15.50				\$ 15.00	\$ 18.00	\$ 15.00			
Secretary	\$ 15.25	\$ 19.37	\$ 17.31	\$ 19.00	\$ 19.00	\$ 19.00	\$ 15.45	\$ 18.52	\$ 17.27			
Administrative Assistant	\$ 15.94	\$ 17.29	\$ 17.26	\$ 18.00	\$ 20.68	\$ 19.01	\$ 16.53	\$ 18.46	\$ 17.22	\$ 14.87	\$ 16.99	\$ 15.63
Sales/Catering Coordinator	\$ 16.35	\$ 19.17	\$ 17.60	\$ 17.87	\$ 19.38	\$ 18.66	\$ 16.91	\$ 19.11	\$ 17.83	\$ 15.05	\$ 16.89	\$ 15.74
Wedding Coordinator							\$ 16.16	\$ 17.82	\$ 17.82	\$ 28.60	\$ 28.60	\$ 28.60



2012 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Marketing Coordinator	\$ 22.00	\$ 22.00	\$ 22.00	\$ 20.31	\$ 20.31	\$ 20.31	\$ 17.58	\$ 19.91	\$ 18.41			
Sales Systems Analyst	\$ 16.37	\$ 22.18	\$ 18.36	\$ 21.43	\$ 21.43	\$ 21.43	\$ 16.25	\$ 20.93	\$ 17.84	\$ 20.63	\$ 23.13	\$ 23.13
Tour Coordinator												
Convention Services Coordinator	\$ 16.75	\$ 19.95	\$ 18.87	\$ 18.74	\$ 18.74	\$ 18.74	\$ 17.50	\$ 18.50	\$ 18.00	\$ 16.00	\$ 16.00	\$ 16.00
Meeting Concierge	\$ 15.67	\$ 16.34	\$ 15.74	\$ 13.50	\$ 17.55	\$ 15.53				\$ 14.00	\$ 18.00	\$ 15.10
VIP Coordinator												
AUDIO VISUAL												
Audio Visual Supervisor												
Audio Visual Technician							\$ 14.00	\$ 16.04	\$ 15.02			
INFORMATION TECHNOLOGY / MIS												
MIS Coordinator							\$ 22.72	\$ 22.72	\$ 22.72			
PC Specialist	\$ 16.75	\$ 19.91	\$ 18.33	\$ 23.43	\$ 23.93	\$ 23.93	\$ 18.00	\$ 18.00	\$ 18.00			
Computer Programmer												
Night Differential Amount:		\$ 0.57			\$ 1.04			\$ 0.90			\$ 0.83	
Do you cap (\$) hourly positions:		2			4			3			0	
If yes, at what year are most capped:					22			3				



2011 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
OFFICE & CLERICAL												
Benefits Coordinator	\$ 20.74	\$ 25.05	\$ 22.90				\$ 19.50	\$ 19.50	\$ 19.50	\$ 15.50	\$ 18.75	\$ 17.13
HR Coordinator	\$ 17.15	\$ 17.80	\$ 17.48	\$ 17.35	\$ 18.26	\$ 17.81	\$ 16.90	\$ 17.96	\$ 17.43	\$ 17.21	\$ 19.15	\$ 18.18
Employment Coordinator	\$ 25.00	\$ 25.00	\$ 25.00							\$ 12.00	\$ 12.00	\$ 12.00
HR Representative/Clerk												
HR Assistant	\$ 16.00	\$ 16.00	\$ 16.00	\$ 15.80	\$ 15.80	\$ 15.80	\$ 14.00	\$ 20.00	\$ 17.00	\$ 16.04	\$ 16.04	\$ 16.04
File Clerk	\$ 10.00	\$ 10.00	\$ 10.00									
Receptionist							\$ 10.00	\$ 13.00	\$ 11.50	\$ 13.50	\$ 17.55	\$ 15.53
Executive Administrative Assistant to GM	\$ 21.53	\$ 22.23	\$ 21.88	\$ 24.26	\$ 26.69	\$ 25.48	\$ 19.78	\$ 21.99	\$ 20.89	\$ 19.68	\$ 22.82	\$ 21.25
Administrative Assistant to a Manager	\$ 16.63	\$ 17.30	\$ 16.96	\$ 24.04	\$ 26.50	\$ 25.27	\$ 17.16	\$ 18.79	\$ 17.98	\$ 15.50	\$ 20.86	\$ 18.18
FINANCE												
Paymaster	\$ 21.40	\$ 25.12	\$ 23.26	\$ 19.71	\$ 23.71	\$ 21.71	\$ 17.84	\$ 20.86	\$ 19.35	\$ 19.08	\$ 20.48	\$ 19.78
Payroll Clerk	\$ 19.88	\$ 19.88	\$ 19.88	\$ 19.35	\$ 19.35	\$ 19.35	\$ 17.50	\$ 18.50	\$ 18.00	\$ 15.75	\$ 17.38	\$ 16.56
Accounts Payable Clerk	\$ 17.23	\$ 17.48	\$ 17.35	\$ 17.43	\$ 18.50	\$ 17.96	\$ 17.29	\$ 18.78	\$ 18.03	\$ 15.75	\$ 17.92	\$ 16.84
Accounting Clerk	\$ 17.59	\$ 18.65	\$ 18.12	\$ 16.11	\$ 19.10	\$ 17.61	\$ 15.00	\$ 16.94	\$ 15.97	\$ 15.00	\$ 16.33	\$ 15.67
Accounts Receivable Clerk	\$ 16.35	\$ 16.51	\$ 16.43	\$ 17.36	\$ 18.56	\$ 17.96	\$ 16.93	\$ 18.66	\$ 17.80	\$ 15.96	\$ 18.49	\$ 17.22
Lead Night Auditor				\$ 23.17	\$ 23.87	\$ 23.52	\$ 14.00	\$ 14.27	\$ 14.14			
Night Auditor	\$ 14.27	\$ 16.10	\$ 15.19	\$ 16.26	\$ 16.46	\$ 16.36	\$ 14.16	\$ 15.31	\$ 14.73	\$ 14.40	\$ 16.14	\$ 15.27
Day Auditor	\$ 17.36	\$ 17.36	\$ 17.36	\$ 18.15	\$ 18.23	\$ 18.19	\$ 15.36	\$ 16.47	\$ 15.92	\$ 16.68	\$ 19.19	\$ 17.93
Purchasing Agent	\$ 15.60	\$ 15.90	\$ 15.75	\$ 19.86	\$ 20.11	\$ 19.98	\$ 14.63	\$ 17.03	\$ 15.83	\$ 12.72	\$ 14.72	\$ 13.72
Purchasing Administrative Assistant										\$ 13.75	\$ 13.75	\$ 13.75
General Cashier	\$ 15.39	\$ 16.22	\$ 15.80	\$ 17.76	\$ 17.82	\$ 17.79	\$ 16.55	\$ 19.00	\$ 17.78	\$ 16.39	\$ 18.19	\$ 17.29
Credit & Collections Clerk				\$ 23.01	\$ 23.01	\$ 23.01	\$ 14.68	\$ 16.32	\$ 15.50	\$ 14.00	\$ 16.00	\$ 15.00
Senior Clerk							\$ 17.00	\$ 17.00	\$ 17.00			
STOREROOM												
Supervisor	\$ 20.73	\$ 21.35	\$ 21.04	\$ 18.96	\$ 19.89	\$ 19.43	\$ 17.66	\$ 18.34	\$ 18.00	\$ 14.01	\$ 17.42	\$ 15.71
Storeroom Clerk	\$ 13.41	\$ 13.66	\$ 13.53	\$ 14.25	\$ 15.02	\$ 14.64	\$ 12.49	\$ 13.79	\$ 13.14	\$ 13.63	\$ 14.50	\$ 14.06
Lead Storeroom Clerk	\$ 16.17	\$ 16.17	\$ 16.17	\$ 16.87	\$ 17.24	\$ 17.06	\$ 16.79	\$ 16.79	\$ 16.79	\$ 18.00	\$ 22.50	\$ 20.25
Receiving Clerk	\$ 14.14	\$ 13.97	\$ 14.06	\$ 16.57	\$ 17.21	\$ 16.89	\$ 13.97	\$ 14.84	\$ 14.40	\$ 13.63	\$ 14.64	\$ 14.13
F&B CASHIER												
Head Cashier												
Room Service Cashier	\$ 13.39	\$ 13.53	\$ 13.46	\$ 13.70	\$ 15.00	\$ 14.35	\$ 12.80	\$ 13.30	\$ 13.05	\$ 10.80	\$ 11.85	\$ 11.33
Room Service Cashier (3rd shift)				\$ 13.00	\$ 13.00	\$ 13.00	\$ 15.59	\$ 15.59	\$ 15.59	\$ 11.00	\$ 11.00	\$ 11.00
Restaurant Cashier	\$ 12.80	\$ 13.48	\$ 13.14	\$ 12.00	\$ 17.00	\$ 14.50	\$ 10.00	\$ 11.50	\$ 10.75			
CULINARY												
Kitchen Supervisor	\$ 17.93	\$ 18.43	\$ 18.18	\$ 16.48	\$ 18.26	\$ 17.37	\$ 15.61	\$ 17.45	\$ 16.53	\$ 17.58	\$ 18.05	\$ 17.82
Garde Manger	\$ 13.45	\$ 14.50	\$ 13.98	\$ 32.34	\$ 33.31	\$ 32.83	\$ 17.21	\$ 17.21	\$ 17.21	\$ 11.50	\$ 17.08	\$ 14.29
Assistant Garde Manger							\$ 16.45	\$ 16.45	\$ 16.45	\$ 17.10	\$ 24.70	\$ 20.90
Butcher	\$ 17.95	\$ 18.28	\$ 18.12	\$ 17.48	\$ 19.09	\$ 18.29				\$ 18.27	\$ 21.27	\$ 19.77
Pastry Chef	\$ 19.00	\$ 19.00	\$ 19.00	\$ 29.18	\$ 29.79	\$ 29.48	\$ 18.00	\$ 18.00	\$ 18.00	\$ 32.33	\$ 38.09	\$ 35.21
Assistant Pastry Chef				\$ 24.92	\$ 25.67	\$ 25.30	\$ 18.20	\$ 18.20	\$ 18.20	\$ 20.60	\$ 24.29	\$ 22.45
Pastry Cook I	\$ 17.61	\$ 17.72	\$ 17.67	\$ 14.54	\$ 15.88	\$ 15.21	\$ 14.61	\$ 14.66	\$ 14.64	\$ 14.76	\$ 16.44	\$ 15.60
Pastry Cook II (baker)	\$ 16.33	\$ 16.33	\$ 16.33	\$ 14.75	\$ 15.79	\$ 15.27	\$ 15.58	\$ 15.87	\$ 15.72	\$ 13.78	\$ 16.08	\$ 14.93
MAIN KITCHEN/BANQUETS												
Lead Cook (Cook I)	\$ 15.45	\$ 16.38	\$ 15.91	\$ 15.90	\$ 17.08	\$ 16.49	\$ 15.78	\$ 17.36	\$ 16.57	\$ 15.41	\$ 17.11	\$ 16.26
Main Cook (Cook II)	\$ 14.18	\$ 15.37	\$ 14.78	\$ 14.82	\$ 15.95	\$ 15.38	\$ 12.94	\$ 15.85	\$ 14.39	\$ 13.86	\$ 15.56	\$ 14.71
Prep Cook (Cook III)	\$ 13.69	\$ 13.96	\$ 13.83	\$ 13.64	\$ 14.40	\$ 14.02	\$ 12.72	\$ 14.98	\$ 13.85	\$ 11.57	\$ 12.92	\$ 12.24
Pantry (Entry Level)	\$ 12.50	\$ 12.50	\$ 12.50	\$ 15.94	\$ 16.10	\$ 16.02	\$ 12.38	\$ 14.30	\$ 13.34	\$ 12.00	\$ 15.97	\$ 13.99
Cook (3rd shift)	\$ 15.33	\$ 16.15	\$ 15.74	\$ 15.93	\$ 16.10	\$ 16.02	\$ 13.58	\$ 14.06	\$ 13.82	\$ 15.06	\$ 15.06	\$ 15.06
Lead Pantry				\$ 16.31	\$ 16.72	\$ 16.52	\$ 15.00	\$ 15.00	\$ 15.00			
Banquet Cook	\$ 15.34	\$ 15.67	\$ 15.50	\$ 17.26	\$ 17.39	\$ 17.33	\$ 15.92	\$ 16.57	\$ 16.24			
Apprentice	\$ 10.50	\$ 10.50	\$ 10.50				\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00
Buffet Runner	\$ 9.50	\$ 9.50	\$ 9.50	\$ 8.00	\$ 8.00	\$ 8.00	\$ 9.50	\$ 10.00	\$ 9.75	\$ 8.00	\$ 11.64	\$ 9.82



2011 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
GOURMET RESTAURANT												
Lead Cook (Cook I)	\$ 17.05	\$ 17.05	\$ 17.05	\$ 15.12	\$ 17.39	\$ 16.26	\$ 16.10	\$ 17.90	\$ 17.00	\$ 14.95	\$ 17.01	\$ 15.98
Main Cook (Cook II)	\$ 15.70	\$ 15.70	\$ 15.70	\$ 14.23	\$ 15.48	\$ 14.85	\$ 12.42	\$ 16.35	\$ 14.38	\$ 13.13	\$ 15.88	\$ 14.50
Prep Cook (Cook III)	\$ 13.95	\$ 13.95	\$ 13.95	\$ 13.03	\$ 14.75	\$ 13.89	\$ 13.50	\$ 13.50	\$ 13.50	\$ 11.53	\$ 13.60	\$ 12.57
Pantry (Entry Level)	\$ 12.50	\$ 12.50	\$ 12.50	\$ 13.53	\$ 13.58	\$ 13.55	\$ 13.89	\$ 13.89	\$ 13.89	\$ 12.00	\$ 12.67	\$ 12.34
MAIN RESTAURANT												
Lead Cook (Cook I)	\$ 15.57	\$ 15.78	\$ 15.68	\$ 15.97	\$ 17.66	\$ 16.82	\$ 16.01	\$ 16.94	\$ 16.47	\$ 15.23	\$ 16.32	\$ 15.58
Main Cook (Cook II)	\$ 13.98	\$ 15.33	\$ 14.65	\$ 14.74	\$ 16.20	\$ 15.47	\$ 13.46	\$ 14.98	\$ 14.22	\$ 13.59	\$ 14.90	\$ 14.12
Prep Cook (Cook III)	\$ 15.10	\$ 15.10	\$ 15.10	\$ 14.53	\$ 15.73	\$ 15.13	\$ 13.22	\$ 13.44	\$ 13.33	\$ 12.13	\$ 13.47	\$ 12.65
Pantry (Entry Level)	\$ 9.50	\$ 14.50	\$ 12.00	\$ 14.04	\$ 14.79	\$ 14.42	\$ 13.29	\$ 13.54	\$ 13.42	\$ 12.00	\$ 12.00	\$ 12.00
EMPLOYEE CAFETERIA												
Supervisor	\$ 14.53	\$ 14.53	\$ 14.53	\$ 17.91	\$ 18.45	\$ 18.18	\$ 18.90	\$ 18.90	\$ 18.90	\$ 14.96	\$ 14.96	\$ 14.96
Cook	\$ 15.34	\$ 15.94	\$ 15.64	\$ 13.24	\$ 15.46	\$ 14.35	\$ 14.21	\$ 14.54	\$ 14.37	\$ 12.19	\$ 14.66	\$ 13.42
Server	\$ 12.78	\$ 12.92	\$ 12.85	\$ 11.76	\$ 11.93	\$ 11.85	\$ 10.00	\$ 10.64	\$ 10.32	\$ 10.24	\$ 11.26	\$ 10.75
Utility	\$ 13.41	\$ 13.41	\$ 13.41	\$ 12.10	\$ 13.92	\$ 13.01	\$ 11.11	\$ 12.53	\$ 11.82	\$ 11.33	\$ 13.39	\$ 12.36
STEWARDING												
Supervisor	\$ 15.12	\$ 15.46	\$ 15.29	\$ 16.60	\$ 17.19	\$ 16.90	\$ 14.17	\$ 15.05	\$ 14.61	\$ 15.31	\$ 17.30	\$ 16.31
Night Cleaner Supervisor				\$ 15.75	\$ 15.88	\$ 15.81	\$ 13.29	\$ 13.88	\$ 13.58			
Night Cleaner	\$ 13.00	\$ 13.00	\$ 13.00	\$ 11.94	\$ 12.00	\$ 11.97	\$ 12.16	\$ 12.46	\$ 12.31	\$ 12.36	\$ 12.63	\$ 12.50
Steward	\$ 12.30	\$ 12.55	\$ 12.43	\$ 11.97	\$ 13.20	\$ 12.59	\$ 10.97	\$ 11.95	\$ 11.46	\$ 10.59	\$ 12.36	\$ 11.47
Pot Washer										\$ 10.65	\$ 10.65	\$ 10.65
Ware Washer	\$ 8.94	\$ 11.45	\$ 10.19	\$ 12.65	\$ 15.33	\$ 13.99	\$ 11.19	\$ 11.19	\$ 11.19	\$ 10.93	\$ 10.93	\$ 10.93
Banquet Runner	\$ 15.00	\$ 15.00	\$ 15.00	\$ 14.75	\$ 14.75	\$ 14.75	\$ 13.11	\$ 13.11	\$ 13.11	\$ 12.25	\$ 12.25	\$ 12.25
ROOM SERVICE - IN ROOM DINING												
Order Taker	\$ 13.35	\$ 13.35	\$ 13.35	\$ 13.24	\$ 14.57	\$ 13.90	\$ 12.38	\$ 12.84	\$ 12.61	\$ 12.07	\$ 14.11	\$ 13.09
Server	\$ 8.28	\$ 8.39	\$ 8.33	\$ 8.00	\$ 8.30	\$ 8.15	\$ 8.10	\$ 8.46	\$ 8.28	\$ 8.00	\$ 8.41	\$ 8.20
Bus Person	\$ 12.03	\$ 12.03	\$ 12.03	\$ 10.91	\$ 11.01	\$ 10.96	\$ 10.45	\$ 10.70	\$ 10.58	\$ 8.00	\$ 8.00	\$ 8.00
Captain				\$ 12.69	\$ 13.46	\$ 13.08	\$ 15.00	\$ 17.00	\$ 16.00	\$ 13.92	\$ 15.78	\$ 14.85
GOURMET RESTAURANT												
Supervisor	\$ 16.00	\$ 17.67	\$ 16.83	\$ 17.63	\$ 18.02	\$ 17.82	\$ 17.13	\$ 17.29	\$ 17.21	\$ 15.67	\$ 17.98	\$ 16.83
Host Person/Greeter	\$ 13.41	\$ 14.27	\$ 13.84	\$ 13.67	\$ 14.64	\$ 14.15	\$ 12.99	\$ 13.99	\$ 13.49	\$ 11.28	\$ 12.71	\$ 11.99
Server	\$ 8.44	\$ 8.54	\$ 8.49	\$ 8.08	\$ 8.16	\$ 8.12	\$ 9.36	\$ 10.26	\$ 9.81	\$ 8.13	\$ 8.90	\$ 8.51
Busperson	\$ 10.31	\$ 10.41	\$ 10.36	\$ 9.35	\$ 9.82	\$ 9.58	\$ 11.29	\$ 12.68	\$ 11.98	\$ 8.33	\$ 9.45	\$ 8.89
Captain							\$ 20.75	\$ 21.47	\$ 21.11	\$ 11.48	\$ 12.98	\$ 12.23
Sommelier/Wine Steward				\$ 14.31	\$ 15.06	\$ 14.68	\$ 15.00	\$ 15.00	\$ 15.00	\$ 14.15	\$ 16.55	\$ 15.35
CAFÉ												
Supervisor	\$ 18.02	\$ 18.02	\$ 18.02	\$ 9.55	\$ 9.55	\$ 9.55	\$ 13.99	\$ 15.93	\$ 14.96	\$ 15.47	\$ 16.97	\$ 16.22
Host Person/Greeter	\$ 12.09	\$ 12.74	\$ 12.42	\$ 16.00	\$ 16.00	\$ 16.00	\$ 11.73	\$ 12.73	\$ 12.23	\$ 10.00	\$ 11.43	\$ 10.71
Server	\$ 9.63	\$ 11.77	\$ 10.70	\$ 8.27	\$ 8.40	\$ 8.34	\$ 8.19	\$ 8.88	\$ 8.54	\$ 10.25	\$ 10.41	\$ 10.33
Busperson	\$ 10.50	\$ 11.13	\$ 10.81	\$ 12.03	\$ 13.20	\$ 12.61	\$ 9.55	\$ 10.24	\$ 9.89	\$ 8.00	\$ 8.00	\$ 8.00
MINI BAR												
Supervisor				\$ 14.01	\$ 14.72	\$ 14.37				\$ 15.00	\$ 15.00	\$ 15.00
Attendant	\$ 11.83	\$ 12.13	\$ 11.98	\$ 12.61	\$ 13.65	\$ 13.13	\$ 11.17	\$ 12.00	\$ 11.58	\$ 11.37	\$ 11.79	\$ 11.58
CONCIERGE - CLUB LOUNGE												
Concierge/Host	\$ 12.37	\$ 12.48	\$ 12.43	\$ 14.15	\$ 14.15	\$ 14.15	\$ 12.89	\$ 14.69	\$ 13.79	\$ 12.92	\$ 13.76	\$ 13.34
Food Attendant	\$ 13.00	\$ 13.00	\$ 13.00							\$ 10.61	\$ 11.19	\$ 10.90
POOL SERVICE												
Supervisor	\$ 15.00	\$ 16.00	\$ 15.50	\$ 16.05	\$ 16.53	\$ 16.29				\$ 8.43	\$ 10.50	\$ 9.47
Server	\$ 9.30	\$ 9.30	\$ 9.30	\$ 9.46	\$ 10.82	\$ 10.14	\$ 9.25	\$ 9.55	\$ 9.40	\$ 11.00	\$ 11.00	\$ 11.00
LifeGuard							\$ 11.50	\$ 14.50	\$ 13.00			
BEVERAGE OUTLET												
Head Bartender	\$ 14.06	\$ 14.06	\$ 14.06	\$ 13.02	\$ 13.24	\$ 13.13	\$ 15.12	\$ 15.32	\$ 15.22	\$ 8.25	\$ 9.23	\$ 8.74
Service Bartender	\$ 10.45	\$ 11.20	\$ 10.83	\$ 15.25	\$ 15.45	\$ 15.35	\$ 11.73	\$ 12.21	\$ 11.97	\$ 8.00	\$ 10.40	\$ 9.20
Bartender	\$ 10.46	\$ 10.94	\$ 10.70	\$ 11.55	\$ 12.14	\$ 11.85	\$ 10.76	\$ 11.85	\$ 11.31	\$ 8.44	\$ 9.62	\$ 9.03
Café Bartender				\$ 13.30	\$ 13.30	\$ 13.30				\$ 13.13	\$ 13.14	\$ 13.13
Host Person/Greeter	\$ 10.00	\$ 10.00	\$ 10.00	\$ 15.61	\$ 15.79	\$ 15.70	\$ 12.80	\$ 13.10	\$ 12.95	\$ 11.00	\$ 11.00	\$ 11.00
Cocktail Server	\$ 8.34	\$ 8.49	\$ 8.41	\$ 8.00	\$ 8.01	\$ 8.01	\$ 8.02	\$ 8.28	\$ 8.15	\$ 8.10	\$ 8.44	\$ 8.27
Barback	\$ 9.96	\$ 9.96	\$ 9.96	\$ 12.37	\$ 12.66	\$ 12.52	\$ 11.90	\$ 11.97	\$ 11.93	\$ 8.50	\$ 8.50	\$ 8.50
Front Bartender (night club)				\$ 15.89	\$ 16.60	\$ 16.25				\$ 9.94	\$ 9.94	\$ 9.94
OTHER OUTLETS												
Snackbar/Coffee Attendant	\$ 11.00	\$ 11.00	\$ 11.00	\$ 13.95	\$ 13.95	\$ 13.95	\$ 13.97	\$ 14.17	\$ 14.07	\$ 9.61	\$ 10.66	\$ 10.14
Cashier	\$ 11.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 17.00	\$ 14.50	\$ 9.99	\$ 19.00	\$ 14.50			
Barista Line Server (i.e.: Starbucks)	\$ 10.90	\$ 12.29	\$ 11.60				\$ 11.59	\$ 12.92	\$ 12.26	\$ 10.50	\$ 10.50	\$ 10.50
BANQUET FOOD SERVICE												
Captain	\$ 13.50	\$ 14.04	\$ 13.77	\$ 8.88	\$ 9.69	\$ 9.29	\$ 12.72	\$ 14.34	\$ 13.53	\$ 11.11	\$ 11.56	\$ 11.33
Captain including tips	\$ 40.00	\$ 40.00	\$ 40.00	\$ 25.34	\$ 25.34	\$ 25.34	\$ 21.50	\$ 21.50	\$ 21.50	\$ 15.62	\$ 15.62	\$ 15.62
Server	\$ 9.61	\$ 10.73	\$ 10.17	\$ 8.04	\$ 8.25	\$ 8.14	\$ 11.48	\$ 12.54	\$ 12.01	\$ 8.07	\$ 9.08	\$ 8.57
Server including tips	\$ 31.00	\$ 31.00	\$ 31.00	\$ 19.80	\$ 19.80	\$ 19.80	\$ 12.54	\$ 16.00	\$ 14.27	\$ 13.00	\$ 13.00	\$ 13.00
Bus Person				\$ 11.14	\$ 11.81	\$ 11.48	\$ 10.80	\$ 10.80	\$ 10.80			
Bus Person including tips				\$ 11.23	\$ 11.23	\$ 11.23						
BANQUET BEVERAGE SERVICE												
Banquet Beverage Captain	\$ 20.33	\$ 20.43	\$ 20.38	\$ 13.09	\$ 13.48	\$ 13.29	\$ 10.50	\$ 10.50	\$ 10.50	\$ 11.00	\$ 11.00	\$ 11.00
Banquet Beverage Captain including tips	\$ 40.00	\$ 40.00	\$ 40.00							\$ 14.00	\$ 14.00	\$ 14.00



2011 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Bartender	\$ 10.51	\$ 11.51	\$ 11.01	\$ 14.95	\$ 15.67	\$ 15.31	\$ 10.92	\$ 11.56	\$ 11.24	\$ 8.14	\$ 8.58	\$ 8.36
Bartender including tips	\$ 32.00	\$ 32.00	\$ 32.00	\$ 15.24	\$ 15.24	\$ 15.24	\$ 12.90	\$ 12.90	\$ 12.90	\$ 12.62	\$ 12.62	\$ 12.62
Barback	\$ 9.50	\$ 9.50	\$ 9.50	\$ 13.04	\$ 14.14	\$ 13.59	\$ 12.97	\$ 12.97	\$ 12.97	\$ 8.00	\$ 8.00	\$ 8.00
Barback including tips				\$ 14.47	\$ 14.47	\$ 14.47	\$ 14.97	\$ 14.97	\$ 14.97			
BANQUET SET UP												
Supervisor	\$ 13.37	\$ 15.23	\$ 14.30				\$ 12.23	\$ 13.23	\$ 12.73	\$ 12.10	\$ 12.10	\$ 12.10
Supervisor including tips	\$ 29.80	\$ 29.80	\$ 29.80									
Lead Houseperson	\$ 12.22	\$ 13.80	\$ 13.01	\$ 14.36	\$ 14.43	\$ 14.40	\$ 13.41	\$ 13.90	\$ 13.66	\$ 11.27	\$ 13.53	\$ 12.40
Lead Houseperson including tips				\$ 15.00	\$ 15.00	\$ 15.00	\$ 25.65	\$ 25.65	\$ 25.65	\$ 10.75	\$ 10.75	\$ 10.75
Houseperson	\$ 11.75	\$ 12.41	\$ 12.08	\$ 12.16	\$ 12.65	\$ 12.41	\$ 10.85	\$ 12.03	\$ 11.44	\$ 9.20	\$ 10.09	\$ 9.64
Houseperson including tips	\$ 17.75	\$ 17.75	\$ 17.75	\$ 14.00	\$ 14.00	\$ 14.00	\$ 15.37	\$ 15.37	\$ 15.37			
HOUSEKEEPING												
Office Supervisor	\$ 15.18	\$ 15.56	\$ 15.37	\$ 14.79	\$ 15.68	\$ 15.24	\$ 14.52	\$ 15.61	\$ 15.06	\$ 15.06	\$ 16.02	\$ 15.54
Dispatcher	\$ 15.24	\$ 17.71	\$ 16.47	\$ 14.38	\$ 16.32	\$ 15.35	\$ 13.20	\$ 13.74	\$ 13.47	\$ 12.36	\$ 15.82	\$ 14.09
Night Lead Houseperson	\$ 9.50	\$ 13.50	\$ 11.50	\$ 13.77	\$ 13.77	\$ 13.77	\$ 12.19	\$ 13.19	\$ 12.69	\$ 12.25	\$ 14.20	\$ 13.23
Shampoo Person	\$ 13.23	\$ 15.29	\$ 14.26	\$ 15.30	\$ 15.52	\$ 15.41	\$ 12.30	\$ 12.87	\$ 12.58	\$ 13.55	\$ 14.54	\$ 14.04
Public Space Cleaner	\$ 12.04	\$ 13.04	\$ 12.54	\$ 12.31	\$ 13.96	\$ 13.14	\$ 11.27	\$ 12.84	\$ 12.05	\$ 10.73	\$ 12.22	\$ 11.48
Expediter				\$ 14.90	\$ 14.90	\$ 14.90			\$ -	\$ 11.07	\$ 11.07	\$ 11.07
Houseperson	\$ 11.68	\$ 12.37	\$ 12.03	\$ 12.24	\$ 14.28	\$ 13.30	\$ 11.13	\$ 12.55	\$ 11.84	\$ 10.74	\$ 12.17	\$ 11.45
Floor Supervisor	\$ 13.86	\$ 14.89	\$ 14.37	\$ 14.34	\$ 15.62	\$ 14.98	\$ 14.33	\$ 16.30	\$ 15.32	\$ 13.56	\$ 14.72	\$ 14.14
Room Attendant	\$ 11.56	\$ 12.54	\$ 12.05	\$ 12.20	\$ 13.95	\$ 13.07	\$ 10.90	\$ 12.51	\$ 11.70	\$ 10.67	\$ 12.33	\$ 11.50
Turndown Attendant	\$ 12.91	\$ 12.91	\$ 12.91	\$ 12.35	\$ 13.72	\$ 13.07	\$ 10.74	\$ 12.07	\$ 11.40	\$ 9.96	\$ 12.47	\$ 11.21
Housekeeping Clerk	\$ 10.00	\$ 14.50	\$ 12.25				\$ 17.20	\$ 17.20	\$ 17.20	\$ 13.03	\$ 14.60	\$ 13.81
Pool Attendant				\$ 13.01	\$ 13.01	\$ 13.01	\$ 12.47	\$ 12.47	\$ 12.47	\$ 10.47	\$ 11.25	\$ 10.86
LAUNDRY												
Supervisor	\$ 13.65	\$ 14.55	\$ 14.10	\$ 14.83	\$ 15.34	\$ 15.08	\$ 13.28	\$ 14.01	\$ 13.65	\$ 14.15	\$ 16.03	\$ 15.09
Utility Attendants	\$ 11.09	\$ 12.76	\$ 11.93	\$ 12.73	\$ 13.45	\$ 13.09	\$ 11.03	\$ 12.52	\$ 11.78	\$ 11.86	\$ 12.71	\$ 12.28
Washer	\$ 12.48	\$ 12.48	\$ 12.48	\$ 13.31	\$ 14.57	\$ 13.94	\$ 11.44	\$ 12.78	\$ 12.11	\$ 10.84	\$ 12.22	\$ 11.53
Presser	\$ 11.00	\$ 11.00	\$ 11.00	\$ 15.55	\$ 16.52	\$ 16.04	\$ 12.70	\$ 12.70	\$ 12.70	\$ 14.58	\$ 18.88	\$ 16.73
Uniform Room Attendant	\$ 13.56	\$ 13.99	\$ 13.78	\$ 13.37	\$ 14.78	\$ 14.08	\$ 12.92	\$ 13.02	\$ 12.97	\$ 11.16	\$ 12.70	\$ 11.93
Alterationist	\$ 12.78	\$ 13.21	\$ 12.99	\$ 14.31	\$ 15.11	\$ 14.71	\$ 11.85	\$ 14.55	\$ 13.20	\$ 13.45	\$ 14.14	\$ 13.80
Sorter				\$ 14.73	\$ 14.73	\$ 14.73	\$ 12.64	\$ 12.64	\$ 12.64	\$ 10.00	\$ 14.35	\$ 12.18
SECURITY & PARKING												
Security Supervisor	\$ 16.67	\$ 16.83	\$ 16.75	\$ 18.43	\$ 19.45	\$ 18.94	\$ 16.41	\$ 17.63	\$ 17.02	\$ 15.62	\$ 17.42	\$ 16.52
Security Dispatcher				\$ 18.10	\$ 18.75	\$ 18.43	\$ 12.21	\$ 18.50	\$ 15.36	\$ 12.08	\$ 14.60	\$ 13.34
Security Officer	\$ 14.87	\$ 16.09	\$ 15.48	\$ 14.58	\$ 16.62	\$ 15.60	\$ 13.74	\$ 14.74	\$ 14.24	\$ 12.53	\$ 13.59	\$ 13.06
Security Officer (3rd shift)	\$ 15.00	\$ 15.17	\$ 15.08	\$ 16.05	\$ 16.84	\$ 16.45	\$ 13.10	\$ 14.32	\$ 13.71	\$ 13.38	\$ 14.44	\$ 13.91
Parking Lot Attendant							\$ 10.50	\$ 15.50	\$ 13.00			
Parking Lot Dispatcher												
FRONT DESK												
Supervisor	\$ 15.41	\$ 16.33	\$ 15.87	\$ 17.42	\$ 18.18	\$ 17.80	\$ 15.21	\$ 17.06	\$ 16.13	\$ 15.63	\$ 17.15	\$ 16.39
Front Desk Clerk	\$ 13.42	\$ 14.41	\$ 13.92	\$ 14.67	\$ 15.84	\$ 15.26	\$ 12.83	\$ 14.36	\$ 13.59	\$ 12.01	\$ 13.57	\$ 12.79
Front Desk Clerk (3rd shift)	\$ 15.49	\$ 15.49	\$ 15.49	\$ 15.76	\$ 16.97	\$ 16.37	\$ 13.81	\$ 15.49	\$ 14.65	\$ 13.34	\$ 14.64	\$ 13.99
Reservation Agent	\$ 14.28	\$ 15.30	\$ 14.79	\$ 15.22	\$ 16.27	\$ 15.74	\$ 14.52	\$ 15.43	\$ 14.98	\$ 12.84	\$ 15.67	\$ 14.26
Group Coordinator	\$ 12.40	\$ 16.50	\$ 14.45	\$ 16.95	\$ 16.95	\$ 16.95	\$ 15.95	\$ 17.46	\$ 16.71	\$ 13.50	\$ 15.25	\$ 14.38
Concierge	\$ 14.71	\$ 15.81	\$ 15.26	\$ 14.80	\$ 15.95	\$ 15.38	\$ 13.53	\$ 14.55	\$ 14.04	\$ 12.27	\$ 14.01	\$ 13.14
Head Concierge	\$ 17.74	\$ 22.18	\$ 19.96	\$ 17.80	\$ 19.45	\$ 18.62	\$ 17.25	\$ 18.25	\$ 17.75	\$ 17.51	\$ 22.52	\$ 20.02
Rooms Controller	\$ 14.86	\$ 17.13	\$ 16.00				\$ 17.32	\$ 17.32	\$ 17.32	\$ 14.74	\$ 14.74	\$ 14.74
COMMUNICATIONS / PBX												
Supervisor	\$ 15.55	\$ 15.55	\$ 15.55	\$ 16.34	\$ 16.47	\$ 16.41	\$ 15.49	\$ 17.24	\$ 16.36	\$ 13.17	\$ 14.75	\$ 13.96
Operator	\$ 13.05	\$ 13.85	\$ 13.45	\$ 14.27	\$ 15.51	\$ 14.89	\$ 12.74	\$ 13.91	\$ 13.32	\$ 11.90	\$ 13.16	\$ 12.53
Operator (3rd shift)	\$ 13.58	\$ 13.58	\$ 13.58	\$ 15.04	\$ 16.36	\$ 15.70	\$ 12.25	\$ 14.42	\$ 13.33	\$ 13.14	\$ 14.42	\$ 13.78
UNIFORM SERVICE												
Bell Captain	\$ 10.55	\$ 10.55	\$ 10.55	\$ 12.10	\$ 12.19	\$ 12.14	\$ 10.84	\$ 12.32	\$ 11.58	\$ 10.78	\$ 11.73	\$ 11.25
Bell Captain (3rd shift)							\$ 8.00	\$ 12.00	\$ 10.00	\$ 11.00	\$ 11.00	\$ 11.00
Driver	\$ 8.00	\$ 12.50	\$ 10.25	\$ 10.93	\$ 12.27	\$ 11.60	\$ 8.10	\$ 8.63	\$ 8.37	\$ 11.87	\$ 11.87	\$ 11.87
Bell Attendant	\$ 8.52	\$ 8.66	\$ 8.59	\$ 8.59	\$ 9.61	\$ 9.10	\$ 8.15	\$ 8.74	\$ 8.44	\$ 8.12	\$ 8.61	\$ 8.36
Bell Attendant (3rd shift)	\$ 11.08	\$ 11.08	\$ 11.08	\$ 11.06	\$ 12.42	\$ 11.74	\$ 9.86	\$ 10.78	\$ 10.32	\$ 10.00	\$ 10.00	\$ 10.00
Door Person	\$ 10.37	\$ 10.37	\$ 10.37	\$ 9.68	\$ 10.25	\$ 9.96	\$ 11.80	\$ 12.21	\$ 12.00	\$ 8.96	\$ 9.57	\$ 9.26
Valet / Garage Attendant	\$ 8.17	\$ 9.00	\$ 8.58	\$ 8.35	\$ 9.79	\$ 9.07	\$ 8.00	\$ 9.07	\$ 8.54	\$ 8.00	\$ 8.15	\$ 8.08
Valet / Garage Cashier	\$ 13.90	\$ 13.90	\$ 13.90	\$ 11.79	\$ 12.91	\$ 12.35	\$ 9.28	\$ 11.34	\$ 10.31	\$ 10.00	\$ 11.38	\$ 10.69
SPA / HEALTH CLUB / RETAIL												
Reception/Scheduler	\$ 13.40	\$ 15.90	\$ 14.65	\$ 14.10	\$ 14.31	\$ 14.20	\$ 14.05	\$ 14.98	\$ 14.51	\$ 11.91	\$ 12.82	\$ 12.37
Massage Therapist	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.62	\$ 9.06	\$ 8.84	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.54	\$ 10.25	\$ 9.40
Esthetician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 9.18	\$ 9.20	\$ 9.19	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.09	\$ 10.25	\$ 9.17
Nail Technician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.80	\$ 8.80	\$ 8.80	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.11	\$ 8.43	\$ 8.27
Health Club Attendant (Cleaning/Janitorial)	\$ 13.71	\$ 13.71	\$ 13.71	\$ 12.61	\$ 13.03	\$ 12.82	\$ 11.60	\$ 13.17	\$ 12.38	\$ 10.29	\$ 11.14	\$ 10.72
Retail Attendant	\$ 13.00	\$ 18.20	\$ 15.60				\$ 12.45	\$ 12.98	\$ 12.72	\$ 10.47	\$ 11.23	\$ 10.85
Child Activities Leader				\$ 12.50	\$ 14.00	\$ 13.25	\$ 13.00	\$ 13.00	\$ 13.00	\$ 11.00	\$ 11.10	\$ 11.05
Aquatics Coordinator							\$ 13.50	\$ 13.50	\$ 13.50			
Golf Pro										\$ 13.55	\$ 15.26	\$ 14.40
Golf Caddy										\$ 8.26	\$ 9.48	\$ 8.87
ENGINEERING												
Supervisor	\$ 23.51	\$ 24.96	\$ 24.24	\$ 23.07	\$ 23.32	\$ 23.19	\$ 26.48	\$ 28.56	\$ 27.52	\$ 25.55	\$ 26.80	\$ 26.18
Coordinator	\$ 16.53	\$ 19.00	\$ 17.76	\$ 17.34	\$ 17.54	\$ 17.44	\$ 16.37	\$ 18.27	\$ 17.32	\$ 17.18	\$ 18.91	\$ 18.05
Painter	\$ 21.50	\$ 23.10	\$ 22.30	\$ 20.70	\$ 21.89	\$ 21.30	\$ 18.86	\$ 20.81	\$ 19.84	\$ 15.43	\$ 18.30	\$ 16.87
Mechanical Engineer	\$ 23.12	\$ 24.13	\$ 23.63	\$ 21.62	\$ 22.28	\$ 21.95	\$ 24.34	\$ 27.23	\$ 25.78	\$ 19.55	\$ 19.55	\$ 19.55



2011 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
General Maintenance				\$ 18.06	\$ 20.01	\$ 19.03	\$ 20.73	\$ 24.50	\$ 22.61	\$ 16.38	\$ 19.98	\$ 18.18
Engineer 1 (low skill)	\$ 16.39	\$ 18.35	\$ 17.37	\$ 16.41	\$ 17.62	\$ 17.02	\$ 16.66	\$ 18.18	\$ 17.42	\$ 15.62	\$ 16.62	\$ 16.12
Engineer 2 (medium skill)	\$ 17.95	\$ 20.59	\$ 19.27	\$ 19.08	\$ 20.50	\$ 19.79	\$ 18.31	\$ 21.26	\$ 19.79	\$ 19.54	\$ 20.79	\$ 19.06
Engineer 3 (high skill)	\$ 20.86	\$ 21.69	\$ 21.27	\$ 24.56	\$ 25.01	\$ 24.79	\$ 22.60	\$ 25.12	\$ 23.86	\$ 20.07	\$ 24.87	\$ 22.47
Utility Engineer (entry level)	\$ 18.40	\$ 18.40	\$ 18.40	\$ 16.26	\$ 16.40	\$ 16.33	\$ 12.52	\$ 13.70	\$ 13.11			
Carpenter				\$ 22.44	\$ 23.41	\$ 22.93	\$ 21.75	\$ 25.33	\$ 23.54	\$ 27.21	\$ 27.21	\$ 27.21



2011 HOURLY COMPENSATION SURVEY - THE RESULTS

ZONES 1 - 4

HOURLY SUMMARY COMPENSATION												
POSITION TITLES	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
GROUNDS - LANDSCAPING												
Grounds Supervisor				\$ 23.70	\$ 24.04	\$ 23.87	\$ 18.70	\$ 19.65	\$ 19.17	\$ 19.85	\$ 21.85	\$ 20.85
Grounds Keeper	\$ 15.00	\$ 21.00	\$ 18.00	\$ 14.23	\$ 14.36	\$ 14.30	\$ 11.00	\$ 15.85	\$ 13.43	\$ 11.60	\$ 11.60	\$ 11.60
Landscaper				\$ 14.70	\$ 14.94	\$ 14.82				\$ 13.13	\$ 14.67	\$ 13.90
Floral Attendant												
SALES												
Receptionist	\$ 15.00	\$ 15.00	\$ 15.00							\$ 29.00	\$ 29.00	\$ 29.00
Secretary												
Administrative Assistant	\$ 16.56	\$ 17.22	\$ 16.89	\$ 18.20	\$ 19.63	\$ 18.91	\$ 15.77	\$ 18.71	\$ 17.24	\$ 15.23	\$ 17.53	\$ 16.38
Sales/Catering Coordinator	\$ 16.93	\$ 18.55	\$ 17.74	\$ 18.19	\$ 19.77	\$ 18.98	\$ 16.37	\$ 17.78	\$ 17.07	\$ 16.12	\$ 16.90	\$ 16.51
Meeting Concierge	\$ 16.69	\$ 16.69	\$ 16.69	\$ 14.68	\$ 16.70	\$ 15.69				\$ 14.00	\$ 14.44	\$ 14.22
VIP Coordinator				\$ 16.04	\$ 16.04	\$ 16.04						
AUDIO VISUAL												
Audio Visual Supervisor												
Audio Visual Technician							\$ 14.00	\$ 16.04	\$ 15.02			
INFORMATION TECHNOLOGY / MIS												
MIS Coordinator							\$ 17.53	\$ 17.53	\$ 17.53	\$ 25.00	\$ 30.00	\$ 27.50
PC Specialist				\$ 18.22	\$ 18.72	\$ 18.47	\$ 32.00	\$ 32.00	\$ 32.00	\$ 20.91	\$ 22.60	\$ 21.76
Computer Programmer												
Night Differential Amount:	\$ 0.75			\$ 1.24			\$ 0.89			\$ 1.12		
Do you cap (\$) hourly positions:	0			1			0			1		
If yes, at what year are most capped:	15			11			10			11		



2010 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
OFFICE & CLERICAL												
Benefits Coordinator	\$ 18.32	\$ 24.55	\$ 22.02				\$ 20.00	\$ 20.00	\$ 20.00			
HR Coordinator	\$ 18.21	\$ 18.93	\$ 18.57	\$ 17.17	\$ 17.50	\$ 17.50	\$ 16.09	\$ 18.11	\$ 17.27	\$ 16.50	\$ 18.13	\$ 17.00
Employment Coordinator				\$ 20.00	\$ 20.00	\$ 20.00				\$ 15.00	\$ 19.50	\$ 15.00
HR Clerk												
HR Assistant	\$ 13.50	\$ 14.70	\$ 15.27	\$ 12.00	\$ 12.00	\$ 12.00	\$ 14.35	\$ 18.25	\$ 16.30			
File Clerk												
Receptionist							\$ 13.22	\$ 15.93	\$ 14.65			
Executive Administrative Assistant to GM	\$ 19.93	\$ 20.47	\$ 20.55	\$ 22.07	\$ 23.21	\$ 22.64	\$ 21.39	\$ 25.55	\$ 26.17	\$ 20.01	\$ 23.26	\$ 22.75
Administrative Assistant to a Manager	\$ 14.96	\$ 18.15	\$ 17.61	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.45	\$ 19.19	\$ 17.24	\$ 15.87	\$ 17.96	\$ 17.03
FINANCE												
Paymaster	\$ 20.94	\$ 23.53	\$ 22.87	\$ 20.50	\$ 20.50	\$ 20.50	\$ 17.51	\$ 19.49	\$ 18.90	\$ 20.75	\$ 24.75	\$ 23.63
Payroll Clerk	\$ 15.50	\$ 16.70	\$ 15.80	\$ 17.79	\$ 18.79	\$ 18.29	\$ 15.21	\$ 19.06	\$ 17.79			
Accounts Payable Clerk	\$ 16.82	\$ 18.59	\$ 18.32	\$ 17.11	\$ 17.61	\$ 17.36	\$ 16.84	\$ 18.84	\$ 17.86	\$ 15.64	\$ 17.77	\$ 17.88
Accounting Clerk	\$ 14.92	\$ 15.47	\$ 15.66	\$ 16.01	\$ 16.90	\$ 16.37	\$ 15.45	\$ 16.68	\$ 17.00	\$ 14.00	\$ 14.50	\$ 14.25
Accounts Receivable Clerk	\$ 15.04	\$ 16.23	\$ 15.99	\$ 16.70	\$ 17.20	\$ 16.95	\$ 16.25	\$ 18.14	\$ 17.29	\$ 15.42	\$ 17.40	\$ 16.40
Lead Night Auditor	\$ 13.00	\$ 13.00	\$ 13.00	\$ 22.53	\$ 22.53	\$ 22.53	\$ 15.14	\$ 17.60	\$ 16.91	\$ 15.00	\$ 15.00	\$ 15.00
Night Auditor	\$ 12.66	\$ 14.04	\$ 13.33	\$ 15.35	\$ 15.63	\$ 15.49	\$ 13.44	\$ 14.48	\$ 14.45	\$ 14.31	\$ 15.75	\$ 14.73
Day Auditor	\$ 16.44	\$ 18.90	\$ 17.37	\$ 17.32	\$ 17.32	\$ 17.32	\$ 15.98	\$ 18.06	\$ 17.44	\$ 19.00	\$ 19.00	\$ 19.00
Purchasing Agent				\$ 22.16	\$ 22.16	\$ 22.16	\$ 13.68	\$ 14.26	\$ 13.97	\$ 13.86	\$ 16.08	\$ 14.61
Purchasing Admin. Asst.	\$ 14.73	\$ 22.10	\$ 18.09				\$ 16.73	\$ 16.87	\$ 16.73	\$ 14.75	\$ 17.25	\$ 16.63
General Cashier	\$ 13.93	\$ 15.46	\$ 15.29	\$ 16.75	\$ 17.08	\$ 16.92	\$ 14.76	\$ 22.14	\$ 17.54			
Credit & Collections Clerk	\$ 18.51	\$ 18.51	\$ 18.51				\$ 17.23	\$ 17.23	\$ 17.23			
Senior Clerk				\$ 21.25	\$ 21.25	\$ 21.25	\$ 23.05	\$ 23.05	\$ 23.05			
STOREROOM												
Supervisor	\$ 14.99	\$ 16.80	\$ 16.10	\$ 17.84	\$ 20.09	\$ 18.96	\$ 17.32	\$ 17.64	\$ 17.48	\$ 14.84	\$ 14.84	\$ 14.84
Storeroom Clerk	\$ 12.20	\$ 13.25	\$ 12.61	\$ 14.43	\$ 14.93	\$ 14.68	\$ 12.48	\$ 14.32	\$ 13.12	\$ 12.45	\$ 13.76	\$ 13.14
Lead Storeroom Clerk	\$ 13.15	\$ 15.35	\$ 14.25	\$ 18.00	\$ 18.00	\$ 18.00	\$ 17.90	\$ 17.90	\$ 17.90	\$ 14.00	\$ 17.07	\$ 15.50
Receiving Clerk	\$ 12.91	\$ 14.01	\$ 13.45	\$ 16.91	\$ 16.91	\$ 17.01	\$ 13.25	\$ 13.76	\$ 13.48	\$ 14.18	\$ 15.55	\$ 15.05
F&B CASHIER												
Head Cashier							\$ 14.04	\$ 14.04	\$ 14.04			
Room Service Cashier	\$ 11.99	\$ 13.30	\$ 12.64	\$ 13.18	\$ 13.80	\$ 13.55	\$ 12.65	\$ 14.16	\$ 13.21	\$ 10.15	\$ 11.05	\$ 10.73
Room Service Cashier (3rd shift)							\$ 12.66	\$ 13.63	\$ 13.03	\$ 11.00	\$ 11.00	\$ 11.00
Restaurant Cashier	\$ 11.65	\$ 12.35	\$ 12.06				\$ 12.65	\$ 13.88	\$ 14.93			
CULINARY												
Kitchen Supervisor	\$ 16.41	\$ 16.65	\$ 16.51	\$ 17.47	\$ 17.47	\$ 17.47	\$ 16.64	\$ 16.77	\$ 16.71	\$ 16.35	\$ 16.35	\$ 16.35
Garde Manger							\$ 15.42	\$ 15.42	\$ 15.42	\$ 14.50	\$ 18.65	\$ 16.66
Assistant Garde Manger							\$ 16.25	\$ 16.25	\$ 16.25			
Butcher				\$ 16.25	\$ 16.25	\$ 16.25	\$ 19.11	\$ 20.02	\$ 22.15	\$ 17.67	\$ 19.67	\$ 19.17
Pastry Chef							\$ 15.67	\$ 15.67	\$ 15.67	\$ 14.15	\$ 17.93	\$ 16.04
Assistant Pastry Chef	\$ 17.75	\$ 17.75	\$ 17.75				\$ 16.53	\$ 17.09	\$ 16.80	\$ 20.00	\$ 25.75	\$ 22.50
Pastry Cook I	\$ 15.66	\$ 16.53	\$ 16.17	\$ 15.13	\$ 15.34	\$ 15.23	\$ 15.61	\$ 16.14	\$ 15.85	\$ 14.02	\$ 15.61	\$ 15.36
Pastry Cook II (baker)	\$ 14.71	\$ 15.35	\$ 15.03	\$ 13.94	\$ 14.38	\$ 14.16	\$ 15.07	\$ 15.27	\$ 15.17	\$ 13.74	\$ 15.12	\$ 14.99
	\$ 13.00	\$ 13.00	\$ 13.00									
MAIN KITCHEN/BANQUETS												
Lead Cook (Cook I)	\$ 14.89	\$ 16.63	\$ 15.82	\$ 15.95	\$ 16.13	\$ 16.22	\$ 14.99	\$ 17.05	\$ 15.90	\$ 14.68	\$ 16.63	\$ 15.65
Main Cook (Cook II)	\$ 13.56	\$ 14.63	\$ 14.25	\$ 14.30	\$ 14.35	\$ 14.32	\$ 12.85	\$ 15.56	\$ 14.17	\$ 12.49	\$ 14.31	\$ 13.62
Prep Cook (Cook III)	\$ 12.93	\$ 14.21	\$ 13.52	\$ 12.49	\$ 12.57	\$ 12.54	\$ 11.65	\$ 13.40	\$ 12.32	\$ 11.68	\$ 13.03	\$ 12.81
Pantry (Entry Level)	\$ 11.03	\$ 12.20	\$ 11.37	\$ 14.17	\$ 14.17	\$ 14.17	\$ 12.36	\$ 13.88	\$ 12.53	\$ 10.67	\$ 13.42	\$ 11.98
Cook (3rd shift)	\$ 13.74	\$ 13.74	\$ 13.74	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.17	\$ 14.30	\$ 14.14	\$ 11.00	\$ 15.00	\$ 13.25
Lead Pantry							\$ 14.00	\$ 15.00	\$ 14.50			
Banquet Cook	\$ 14.15	\$ 15.41	\$ 14.68	\$ 14.00	\$ 14.00	\$ 14.00	\$ 14.96	\$ 15.09	\$ 15.01			
Apprentice												
Buffet Runner							\$ 9.18	\$ 9.93	\$ 9.55	\$ 8.87	\$ 9.77	\$ 9.49



2010 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
GOURMET RESTAURANT												
Lead Cook (Cook I)	\$ 14.13	\$ 15.89	\$ 15.01	\$ 15.53	\$ 16.51	\$ 16.02	\$ 15.09	\$ 16.84	\$ 15.85	\$ 14.02	\$ 16.41	\$ 15.07
Main Cook (Cook II)	\$ 12.63	\$ 14.32	\$ 13.47	\$ 14.26	\$ 15.23	\$ 14.91	\$ 12.80	\$ 15.32	\$ 13.74	\$ 13.71	\$ 15.32	\$ 14.69
Prep Cook (Cook III)	\$ 11.88	\$ 13.49	\$ 12.68	\$ 12.96	\$ 13.96	\$ 13.26	\$ 11.90	\$ 13.04	\$ 12.46	\$ 12.10	\$ 14.44	\$ 13.42
Pantry (Entry Level)				\$ 14.95	\$ 14.95	\$ 14.95	\$ 13.46	\$ 14.33	\$ 13.71	\$ 11.00	\$ 11.00	\$ 11.00
MAIN RESTAURANT												
Lead Cook (Cook I)	\$ 14.42	\$ 16.55	\$ 15.49	\$ 16.32	\$ 16.70	\$ 16.51	\$ 15.80	\$ 16.58	\$ 16.17	\$ 13.98	\$ 17.13	\$ 14.81
Main Cook (Cook II)	\$ 13.51	\$ 15.10	\$ 14.28	\$ 15.02	\$ 15.27	\$ 15.14	\$ 13.74	\$ 15.06	\$ 14.37	\$ 12.24	\$ 15.08	\$ 13.80
Prep Cook (Cook III)	\$ 12.73	\$ 14.13	\$ 13.43	\$ 13.25	\$ 14.97	\$ 14.08	\$ 12.42	\$ 13.32	\$ 12.86	\$ 11.10	\$ 13.52	\$ 12.53
Pantry (Entry Level)	\$ 10.00	\$ 15.00	\$ 13.38	\$ 13.39	\$ 13.64	\$ 13.52	\$ 14.84	\$ 15.28	\$ 15.06	\$ 9.00	\$ 13.20	\$ 11.85
EMPLOYEE CAFETERIA												
Supervisor	\$ 12.92	\$ 14.42	\$ 13.88	\$ 16.00	\$ 16.00	\$ 16.00	\$ 16.39	\$ 17.46	\$ 16.93	\$ 15.47	\$ 16.65	\$ 16.11
Cook	\$ 13.61	\$ 15.17	\$ 14.32	\$ 11.75	\$ 11.85	\$ 11.80	\$ 14.31	\$ 14.69	\$ 14.61	\$ 11.39	\$ 12.61	\$ 12.24
Server	\$ 12.70	\$ 12.70	\$ 12.70	\$ 10.54	\$ 10.54	\$ 10.54	\$ 9.64	\$ 11.74	\$ 10.36	\$ 9.00	\$ 11.70	\$ 10.50
Utility	\$ 12.59	\$ 12.90	\$ 12.85	\$ 14.00	\$ 14.00	\$ 14.00	\$ 11.82	\$ 12.87	\$ 12.27	\$ 11.13	\$ 12.13	\$ 11.63
STEWADING												
Supervisor	\$ 14.19	\$ 15.48	\$ 15.14	\$ 15.26	\$ 15.26	\$ 15.64	\$ 13.87	\$ 15.24	\$ 14.70	\$ 12.96	\$ 16.16	\$ 14.69
Night Cleaner Supervisor	\$ 12.38	\$ 14.74	\$ 13.56	\$ 14.55	\$ 14.55	\$ 14.55	\$ 13.55	\$ 14.05	\$ 13.80	\$ 14.00	\$ 14.00	\$ 14.00
Night Cleaner	\$ 10.35	\$ 13.31	\$ 11.83	\$ 10.92	\$ 11.25	\$ 11.19	\$ 12.76	\$ 13.00	\$ 12.84	\$ 12.32	\$ 12.32	\$ 12.32
Steward	\$ 11.55	\$ 12.07	\$ 11.80	\$ 11.51	\$ 11.92	\$ 11.69	\$ 10.86	\$ 11.88	\$ 11.31	\$ 10.41	\$ 12.41	\$ 11.55
Pot Washer	\$ 12.07	\$ 14.50	\$ 13.29							\$ 10.00	\$ 16.25	\$ 13.50
Ware Washer	\$ 8.00	\$ 10.00	\$ 8.83	\$ 10.81	\$ 11.73	\$ 11.27				\$ 10.50	\$ 13.80	\$ 12.56
Banquet Runner	\$ 14.50	\$ 14.50	\$ 14.50	\$ 15.10	\$ 15.10	\$ 15.10	\$ 12.48	\$ 12.71	\$ 13.30	\$ 11.70	\$ 11.70	\$ 11.70
ROOM SERVICE - IN ROOM DINING												
Order Taker	\$ 12.50	\$ 13.36	\$ 12.79	\$ 12.92	\$ 13.28	\$ 13.06	\$ 12.87	\$ 13.89	\$ 13.42	\$ 11.63	\$ 13.48	\$ 12.73
Server	\$ 8.53	\$ 8.81	\$ 8.62	\$ 8.07	\$ 8.55	\$ 8.25	\$ 8.04	\$ 8.33	\$ 8.18	\$ 8.00	\$ 8.34	\$ 8.07
Bus Person	\$ 12.07	\$ 14.20	\$ 13.14	\$ 11.68	\$ 11.68	\$ 11.78	\$ 10.92	\$ 11.30	\$ 11.05	\$ 8.00	\$ 8.00	\$ 8.00
Captain	\$ 13.45	\$ 13.45	\$ 14.43	\$ 12.93	\$ 12.17	\$ 12.55	\$ 13.78	\$ 13.78	\$ 13.78	\$ 13.00	\$ 16.40	\$ 15.30
GOURMET RESTAURANT												
Supervisor	\$ 15.49	\$ 15.59	\$ 15.54	\$ 16.50	\$ 16.50	\$ 16.50	\$ 14.01	\$ 14.17	\$ 14.09	\$ 14.13	\$ 14.67	\$ 14.40
Host Person/Greeter	\$ 11.91	\$ 12.65	\$ 12.22	\$ 14.01	\$ 14.33	\$ 14.17	\$ 13.21	\$ 13.45	\$ 13.35	\$ 10.99	\$ 12.87	\$ 11.58
Server	\$ 8.42	\$ 8.64	\$ 8.53	\$ 8.10	\$ 8.13	\$ 8.12	\$ 8.90	\$ 9.71	\$ 9.24	\$ 8.07	\$ 8.29	\$ 8.13
Busperson	\$ 9.24	\$ 9.79	\$ 9.51	\$ 9.14	\$ 9.24	\$ 9.19	\$ 10.56	\$ 11.18	\$ 10.90	\$ 8.11	\$ 8.60	\$ 8.29
Captain							\$ 20.18	\$ 20.89	\$ 20.57	\$ 9.00	\$ 9.00	\$ 9.00
Sommelier/Wine Steward				\$ 14.67	\$ 14.67	\$ 14.67	\$ 10.72	\$ 13.37	\$ 12.05	\$ 10.00	\$ 10.00	\$ 10.00
CAFÉ												
Supervisor	\$ 14.09	\$ 15.30	\$ 15.32	\$ 15.38	\$ 15.38	\$ 15.38	\$ 14.19	\$ 17.68	\$ 15.75	\$ 14.00	\$ 17.48	\$ 15.88
Host Person/Greeter	\$ 11.93	\$ 12.35	\$ 12.17	\$ 12.10	\$ 12.10	\$ 12.10	\$ 12.39	\$ 13.13	\$ 12.76	\$ 10.00	\$ 10.00	\$ 10.00
Server	\$ 9.84	\$ 10.09	\$ 9.84	\$ 8.81	\$ 8.81	\$ 8.81	\$ 8.82	\$ 9.07	\$ 8.94	\$ 8.00	\$ 8.00	\$ 8.00
Busperson	\$ 9.73	\$ 10.04	\$ 9.73	\$ 10.98	\$ 10.98	\$ 10.98	\$ 12.09	\$ 12.70	\$ 12.23	\$ 8.00	\$ 8.00	\$ 8.00
MINI BAR												
Supervisor										\$ 13.03	\$ 15.50	\$ 14.04
Attendant	\$ 11.86	\$ 12.25	\$ 12.15	\$ 12.23	\$ 12.64	\$ 12.43	\$ 10.64	\$ 11.23	\$ 11.10	\$ 10.93	\$ 11.12	\$ 11.05
CONCIERGE - CLUB LOUNGE												
Concierge/Host	\$ 12.44	\$ 13.23	\$ 12.93	\$ 14.40	\$ 14.40	\$ 14.51	\$ 11.85	\$ 13.78	\$ 13.45	\$ 12.63	\$ 12.63	\$ 12.63
Food Attendant	\$ 13.55	\$ 13.55	\$ 13.55				\$ 12.51	\$ 13.06	\$ 12.96			
POOL SERVICE												
Supervisor	\$ 18.00	\$ 18.00	\$ 18.00	\$ 16.00	\$ 16.00	\$ 16.00	\$ 15.50	\$ 15.77	\$ 16.04	\$ 13.20	\$ 13.20	\$ 13.20
Server	\$ 9.10	\$ 9.10	\$ 9.10	\$ 8.28	\$ 8.28	\$ 8.28	\$ 9.79	\$ 10.07	\$ 10.16	\$ 8.00	\$ 8.60	\$ 8.00
LifeGuard	\$ 12.00	\$ 12.00	\$ 12.00				\$ 11.50	\$ 11.50	\$ 11.50	\$ 11.00	\$ 11.00	\$ 11.00
BEVERAGE OUTLET												
Head Bartender							\$ 15.17	\$ 15.84	\$ 15.51	\$ 8.33	\$ 8.33	\$ 8.33
Service Bartender				\$ 14.98	\$ 14.98	\$ 14.98	\$ 11.50	\$ 11.98	\$ 12.15			
Bartender	\$ 10.49	\$ 11.34	\$ 10.80	\$ 10.84	\$ 11.07	\$ 10.99	\$ 11.09	\$ 11.82	\$ 11.45	\$ 8.46	\$ 9.85	\$ 9.11
Café Bartender				\$ 11.50	\$ 11.50	\$ 11.50				\$ 8.17	\$ 8.17	\$ 8.17
Host Person/Greeter				\$ 14.79	\$ 14.79	\$ 14.79	\$ 11.20	\$ 11.73	\$ 11.47	\$ 9.50	\$ 12.35	\$ 10.25
Cocktail Server	\$ 9.07	\$ 9.47	\$ 9.20	\$ 8.03	\$ 8.03	\$ 8.03	\$ 8.17	\$ 8.17	\$ 8.17	\$ 8.08	\$ 8.51	\$ 8.19
Barback	\$ 10.88	\$ 10.88	\$ 10.88	\$ 9.66	\$ 9.66	\$ 9.66	\$ 11.21	\$ 11.32	\$ 11.41	\$ 8.50	\$ 8.59	\$ 8.54
Front Bartender (night club)							\$ 9.48	\$ 9.48	\$ 9.48			
OTHER OUTLETS												
Snackbar/Coffee Attendant	\$ 9.96	\$ 11.04	\$ 10.60	\$ 14.65	\$ 14.65	\$ 15.84	\$ 11.30	\$ 12.37	\$ 11.66	\$ 9.65	\$ 10.40	\$ 10.03
Cashier				\$ 12.00	\$ 13.00	\$ 12.50	\$ 15.39	\$ 17.31	\$ 16.28			
BANQUET FOOD SERVICE												
Captain	\$ 12.69	\$ 13.40	\$ 13.07	\$ 9.20	\$ 9.20	\$ 9.20	\$ 11.80	\$ 13.02	\$ 12.32	\$ 9.70	\$ 10.95	\$ 10.12
Captain including tips				\$ 32.00	\$ 32.00	\$ 32.00			\$ 33.53	\$ 9.50	\$ 12.35	\$ 23.94
Server	\$ 9.68	\$ 10.43	\$ 9.95	\$ 8.03	\$ 8.03	\$ 8.03	\$ 10.98	\$ 11.75	\$ 11.28	\$ 8.08	\$ 8.08	\$ 8.08
Server including tips				\$ 27.00	\$ 27.00	\$ 27.00			\$ 22.18	\$ 8.00	\$ 10.40	\$ 17.64
Bus Person	\$ 13.20	\$ 13.20	\$ 13.20	\$ 9.54	\$ 9.54	\$ 9.56	\$ 11.78	\$ 11.78	\$ 11.78			
Bus Person including tips									\$ 22.51			
BANQUET BEVERAGE SERVICE												
Banquet Beverage Captain										\$ 9.38	\$ 9.54	\$ 9.54
Banquet Beverage Capt incl tips												\$ 28.25
Bartender	\$ 9.91	\$ 10.41	\$ 10.13	\$ 11.64	\$ 11.64	\$ 11.50	\$ 10.97	\$ 12.47	\$ 11.37	\$ 8.17	\$ 8.17	\$ 8.17
Bartender including tips			\$ 12.00			\$ 54.00			\$ 26.76	\$ 8.00	\$ 10.40	\$ 17.38
Barback	\$ 8.75	\$ 11.38	\$ 10.07				\$ 12.04	\$ 12.41	\$ 12.24			
Barback including tips									\$ 22.56			



2010 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
BANQUET SET UP												
Supervisor	\$ 13.08	\$ 14.26	\$ 13.50	\$ 17.00	\$ 17.00	\$ 17.00	\$ 13.19	\$ 13.36	\$ 13.28	\$ 10.65	\$ 10.65	\$ 10.65
Supervisor including tips									\$ 27.42			\$ 16.00
Lead Houseperson	\$ 12.10	\$ 13.11	\$ 12.60	\$ 14.08	\$ 14.08	\$ 14.64	\$ 12.79	\$ 13.74	\$ 13.04	\$ 10.63	\$ 13.38	\$ 12.28
Lead Houseperson incl tips									\$ 25.65			\$ 14.00
Houseperson	\$ 10.62	\$ 11.18	\$ 11.22	\$ 12.29	\$ 12.38	\$ 12.34	\$ 11.18	\$ 11.99	\$ 11.40	\$ 9.16	\$ 9.66	\$ 9.41
Houseperson including tips									\$ 19.05	\$ 9.00	\$ 11.70	\$ 12.58
HOUSEKEEPING												
Office Supervisor	\$ 13.91	\$ 14.37	\$ 14.33	\$ 13.13	\$ 14.98	\$ 14.17	\$ 12.52	\$ 15.84	\$ 14.37	\$ 14.23	\$ 15.47	\$ 14.98
Dispatcher	\$ 14.40	\$ 18.03	\$ 14.79	\$ 14.22	\$ 14.89	\$ 14.63	\$ 12.90	\$ 13.63	\$ 13.44	\$ 12.45	\$ 13.83	\$ 13.19
Night Lead Houseperson	\$ 10.45	\$ 11.31	\$ 11.31	\$ 13.34	\$ 13.34	\$ 13.34	\$ 13.01	\$ 13.41	\$ 13.01	\$ 11.50	\$ 11.50	\$ 11.50
Shampoo Person	\$ 10.63	\$ 11.95	\$ 11.29	\$ 14.69	\$ 14.69	\$ 14.69	\$ 12.86	\$ 13.20	\$ 13.03	\$ 11.30	\$ 12.90	\$ 12.50
Public Space Cleaner	\$ 11.12	\$ 11.86	\$ 11.52	\$ 12.10	\$ 12.46	\$ 12.27	\$ 11.25	\$ 12.45	\$ 11.82	\$ 10.49	\$ 12.68	\$ 11.74
Expediter	\$ 9.82	\$ 9.82	\$ 9.82	\$ 12.00	\$ 12.00	\$ 12.00	\$ 13.97	\$ 15.92	\$ 14.79	\$ 11.31	\$ 11.31	\$ 11.31
Houseperson	\$ 11.33	\$ 12.11	\$ 11.70	\$ 12.19	\$ 12.85	\$ 12.50	\$ 10.90	\$ 12.34	\$ 11.67	\$ 10.62	\$ 12.80	\$ 11.64
Floor Supervisor	\$ 12.81	\$ 13.92	\$ 13.54	\$ 14.47	\$ 14.83	\$ 14.68	\$ 14.30	\$ 15.47	\$ 14.97	\$ 12.88	\$ 14.14	\$ 13.59
Room Attendant	\$ 11.25	\$ 12.29	\$ 11.70	\$ 11.94	\$ 12.89	\$ 12.27	\$ 10.97	\$ 12.39	\$ 11.57	\$ 10.47	\$ 12.34	\$ 11.10
Turndown Attendant	\$ 12.04	\$ 13.28	\$ 12.61	\$ 12.28	\$ 12.80	\$ 12.51	\$ 10.89	\$ 12.08	\$ 11.39	\$ 10.42	\$ 12.40	\$ 11.48
Housekeeping Clerk			\$ 14.50				\$ 14.49	\$ 14.49	\$ 14.49	\$ 10.00	\$ 13.00	\$ 12.00
Pool Attendant	\$ 11.41	\$ 12.05	\$ 12.00	\$ 13.78	\$ 13.78	\$ 13.78	\$ 9.97	\$ 12.13	\$ 10.10	\$ 9.88	\$ 11.15	\$ 9.88
LAUNDRY												
Supervisor	\$ 11.04	\$ 13.26	\$ 12.15	\$ 15.01	\$ 15.01	\$ 15.01	\$ 13.48	\$ 14.32	\$ 14.27	\$ 13.35	\$ 15.30	\$ 14.45
Utility Attendants	\$ 11.13	\$ 12.08	\$ 11.62	\$ 12.84	\$ 13.06	\$ 12.96	\$ 11.23	\$ 12.16	\$ 11.71	\$ 10.17	\$ 12.13	\$ 11.36
Washers	\$ 12.70	\$ 13.47	\$ 13.08	\$ 13.10	\$ 13.10	\$ 13.10	\$ 10.81	\$ 11.75	\$ 11.36	\$ 10.96	\$ 12.08	\$ 11.86
Presser	\$ 11.13	\$ 12.61	\$ 11.87	\$ 14.73	\$ 15.51	\$ 15.12	\$ 12.70	\$ 12.70	\$ 12.70	\$ 16.00	\$ 20.00	\$ 17.00
Uniform Room Attendant	\$ 12.18	\$ 10.57	\$ 11.37	\$ 13.29	\$ 14.19	\$ 13.97	\$ 12.37	\$ 12.76	\$ 12.90	\$ 11.14	\$ 12.59	\$ 12.05
Alterationist	\$ 10.96	\$ 13.94	\$ 12.45	\$ 14.36	\$ 14.36	\$ 14.36	\$ 12.32	\$ 13.73	\$ 13.52	\$ 12.95	\$ 14.69	\$ 13.52
Sorter				\$ 14.57	\$ 14.57	\$ 14.57	\$ 11.55	\$ 12.32	\$ 12.32			
SECURITY & PARKING												
Security Supervisor	\$ 15.84	\$ 16.14	\$ 16.21	\$ 18.39	\$ 19.17	\$ 18.51	\$ 15.96	\$ 16.63	\$ 16.41	\$ 15.33	\$ 16.66	\$ 15.68
Security Dispatcher							\$ 12.56	\$ 15.01	\$ 13.55	\$ 11.50	\$ 13.08	\$ 12.82
Security Officer	\$ 14.00	\$ 14.75	\$ 14.30	\$ 14.17	\$ 15.29	\$ 14.46	\$ 13.29	\$ 14.58	\$ 13.74	\$ 12.39	\$ 14.35	\$ 13.05
Security Officer (3rd shift)	\$ 14.28	\$ 14.28	\$ 14.13	\$ 15.25	\$ 16.30	\$ 15.78	\$ 13.60	\$ 14.63	\$ 13.77	\$ 12.63	\$ 14.60	\$ 13.44
Parking Lot Attendant							\$ 10.50	\$ 13.00	\$ 12.65			
Parking Lot Dispatcher												
FRONT DESK												
Supervisor	\$ 14.66	\$ 15.08	\$ 15.08	\$ 18.00	\$ 18.00	\$ 18.00	\$ 15.63	\$ 16.72	\$ 16.12	\$ 15.59	\$ 17.40	\$ 16.01
Front Desk Clerk	\$ 12.74	\$ 13.71	\$ 13.28	\$ 14.10	\$ 14.42	\$ 14.35	\$ 13.19	\$ 14.26	\$ 13.66	\$ 11.80	\$ 13.36	\$ 12.47
Front Desk Clerk (3rd shift)	\$ 14.12	\$ 14.51	\$ 14.25	\$ 15.15	\$ 15.48	\$ 15.31	\$ 13.90	\$ 14.90	\$ 14.31	\$ 13.38	\$ 14.88	\$ 14.33
Reservation Agent	\$ 13.09	\$ 14.45	\$ 13.86	\$ 15.44	\$ 15.86	\$ 16.06	\$ 15.49	\$ 16.24	\$ 15.83	\$ 12.70	\$ 14.35	\$ 13.79
Group Coordinator	\$ 15.12	\$ 18.80	\$ 16.81	\$ 17.21	\$ 17.21	\$ 17.21	\$ 15.58	\$ 16.73	\$ 16.82	\$ 10.60	\$ 12.50	\$ 11.55
Concierge	\$ 13.84	\$ 14.93	\$ 14.25	\$ 14.34	\$ 15.41	\$ 14.84	\$ 14.13	\$ 14.98	\$ 14.49	\$ 11.90	\$ 14.26	\$ 13.30
Head Concierge	\$ 16.82	\$ 21.04	\$ 18.93	\$ 18.38	\$ 19.39	\$ 18.88				\$ 11.00	\$ 14.30	\$ 12.65
Rooms Controller	\$ 15.54	\$ 16.54	\$ 16.13				\$ 16.30	\$ 17.74	\$ 16.69	\$ 13.65	\$ 13.65	\$ 13.65
COMMUNICATIONS / PBX												
Supervisor	\$ 13.70	\$ 15.53	\$ 14.82	\$ 15.03	\$ 15.03	\$ 15.03	\$ 14.85	\$ 17.10	\$ 15.41	\$ 13.00	\$ 16.90	\$ 14.50
Operator	\$ 11.85	\$ 12.69	\$ 12.33	\$ 13.89	\$ 14.13	\$ 14.07	\$ 12.68	\$ 13.52	\$ 12.96	\$ 11.41	\$ 13.20	\$ 12.36
Operator (3rd shift)	\$ 14.15	\$ 14.15	\$ 14.15	\$ 14.00	\$ 14.00	\$ 14.00	\$ 12.82	\$ 14.09	\$ 13.09	\$ 12.94	\$ 14.44	\$ 13.53
UNIFORM SERVICE												
Bell Captain	\$ 10.84	\$ 11.15	\$ 11.19	\$ 11.59	\$ 12.04	\$ 11.75	\$ 12.13	\$ 12.72	\$ 12.42	\$ 10.47	\$ 10.47	\$ 10.47
Bell Captain (3rd shift)							\$ 8.92	\$ 8.92	\$ 8.92	\$ 11.00	\$ 11.00	\$ 11.00
Driver	\$ 8.00	\$ 10.50	\$ 8.88	\$ 12.58	\$ 12.92	\$ 12.75	\$ 10.54	\$ 10.82	\$ 10.68	\$ 11.67	\$ 11.67	\$ 11.67
Bell Attendant	\$ 8.65	\$ 9.27	\$ 8.87	\$ 8.28	\$ 9.15	\$ 8.62	\$ 8.12	\$ 8.63	\$ 8.19	\$ 8.50	\$ 8.56	\$ 8.52
Bell Attendant (3rd shift)	\$ 9.66	\$ 10.22	\$ 9.94	\$ 9.13	\$ 9.13	\$ 9.13	\$ 9.45	\$ 9.72	\$ 9.59	\$ 8.67	\$ 9.47	\$ 9.05
Door Person	\$ 9.56	\$ 10.80	\$ 10.25	\$ 8.15	\$ 8.15	\$ 8.17	\$ 8.39	\$ 8.54	\$ 8.46	\$ 9.28	\$ 9.45	\$ 9.36
Page				\$ 8.30	\$ 8.30	\$ 8.30	\$ 12.85	\$ 12.85	\$ 12.85			
Valet / Garage Attendant	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.78	\$ 9.78	\$ 9.12	\$ 8.40	\$ 9.44	\$ 8.77	\$ 8.13	\$ 8.13	\$ 8.13
Valet / Garage Cashier	\$ 13.40	\$ 13.40	\$ 13.40	\$ 11.85	\$ 11.85	\$ 11.85	\$ 10.64	\$ 12.47	\$ 11.56	\$ 8.50	\$ 8.50	\$ 8.50
							\$ 10.07	\$ 10.07	\$ 10.07			
SPA / HEALTH CLUB / RETAIL												
Reception/Scheduler	\$ 13.94	\$ 14.21	\$ 14.01	\$ 13.55	\$ 13.64	\$ 13.59	\$ 13.60	\$ 14.64	\$ 14.21	\$ 12.03	\$ 13.80	\$ 12.75
Massage Therapist	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.69	\$ 9.06	\$ 8.88	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.25	\$ 8.15
Esthetician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 9.33	\$ 9.33	\$ 9.33	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.25	\$ 8.18
Nail Technician	\$ 8.00	\$ 8.00	\$ 8.00	\$ 8.75	\$ 8.75	\$ 8.75	\$ 7.33	\$ 8.74	\$ 8.18	\$ 7.96	\$ 8.33	\$ 8.18
Health Club Attendant	\$ 12.92	\$ 13.28	\$ 13.04	\$ 12.92	\$ 12.92	\$ 12.92	\$ 10.99	\$ 13.43	\$ 11.84	\$ 10.74	\$ 11.24	\$ 10.98
Retail Attendant	\$ 18.75	\$ 18.75	\$ 18.75	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.29	\$ 12.75	\$ 12.49	\$ 10.75	\$ 11.25	\$ 11.25
Child Activities Leader	\$ 12.00	\$ 12.00	\$ 12.00							\$ 10.00	\$ 10.00	\$ 10.00
Aquatics Coordinator							\$ 13.42	\$ 13.42	\$ 13.42			
ENGINEERING												
Supervisor	\$ 22.93	\$ 23.55	\$ 23.49	\$ 29.25	\$ 29.25	\$ 29.25	\$ 25.76	\$ 27.60	\$ 26.91	\$ 22.18	\$ 24.18	\$ 23.43
Coordinator	\$ 17.63	\$ 19.77	\$ 18.70	\$ 15.83	\$ 16.08	\$ 16.06	\$ 17.19	\$ 17.53	\$ 17.36	\$ 18.00	\$ 21.50	\$ 20.75
Painter	\$ 18.84	\$ 19.54	\$ 19.08	\$ 19.49	\$ 19.78	\$ 19.72	\$ 19.88	\$ 20.93	\$ 20.46	\$ 14.10	\$ 15.65	\$ 14.99
Mechanical Engineer	\$ 25.70	\$ 25.86	\$ 25.78	\$ 28.42	\$ 28.42	\$ 28.42	\$ 26.65	\$ 26.65	\$ 26.65	\$ 18.00	\$ 18.00	\$ 18.00
General Maintenance	\$ 15.16	\$ 15.60	\$ 15.61	\$ 19.07	\$ 20.03	\$ 19.57	\$ 19.56	\$ 21.40	\$ 20.44	\$ 14.83	\$ 17.01	\$ 15.81
Engineer 1 (low skill)	\$ 15.85	\$ 16.77	\$ 16.53	\$ 16.56	\$ 16.93	\$ 16.75	\$ 16.89	\$ 19.49	\$ 17.72	\$ 14.13	\$ 16.33	\$ 15.30
Engineer 2 (medium skill)	\$ 17.54	\$ 19.18	\$ 18.70	\$ 17.38	\$ 19.05	\$ 18.21	\$ 18.05	\$ 20.11	\$ 19.13	\$ 17.35	\$ 19.53	\$ 18.35
Engineer 3 (high skill)	\$ 20.03	\$ 20.98	\$ 20.69	\$ 23.10	\$ 23.20	\$ 23.17	\$ 23.34	\$ 25.36	\$ 24.74	\$ 20.35	\$ 24.88	\$ 22.53
Utility Engineer (entry level)	\$ 12.79	\$ 13.49	\$ 13.49	\$ 15.63	\$ 16.23	\$ 15.93	\$ 15.74	\$ 16.62	\$ 16.79	\$ 10.00	\$ 13.00	\$ 11.50
Carpenter	\$ 27.00	\$ 27.00	\$ 27.00	\$ 23.80	\$ 23.80	\$ 23.80	\$ 23.71	\$ 26.09	\$ 24.90			
GROUNDS - LANDSCAPING												
Grounds Supervisor	\$ 15.00	\$ 17.15	\$ 16.08				\$ 12.93	\$ 14.28	\$ 13.46	\$ 18.00	\$ 21.40	\$ 19.70
Grounds Keeper	\$ 12.12	\$ 12.12	\$ 13.38	\$ 12.28	\$ 12.28	\$ 12.95	\$ 10.60	\$ 13.49	\$ 11.88	\$ 11.19	\$ 12.22	\$ 11.85



2010 HOURLY COMPENSATION SURVEY - THE RESULTS
ZONES 1 - 4

POSITION TITLES	HOURLY SUMMARY COMPENSATION											
	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay	Minimum Pay	Maximum Pay	Average Pay
	ZONE 1			ZONE 2			ZONE 3			ZONE 4		
Floral Attendant												
SALES												
Receptionist	\$ 17.73	\$ 17.73	\$ 17.73				\$ 19.84	\$ 19.84	\$ 19.84			
Secretary							\$ 16.18	\$ 19.18	\$ 17.84	\$ 13.00	\$ 16.90	\$ 14.95
Administrative Assistant	\$ 16.24	\$ 18.17	\$ 17.33	\$ 17.59	\$ 18.28	\$ 17.94	\$ 16.03	\$ 17.79	\$ 16.81	\$ 14.75	\$ 17.13	\$ 15.75
Sales/Catering Coordinator	\$ 17.51	\$ 17.88	\$ 17.63	\$ 17.54	\$ 18.51	\$ 18.03	\$ 16.93	\$ 18.13	\$ 17.51	\$ 15.50	\$ 16.00	\$ 15.75
Meeting Concierge	\$ 16.75	\$ 16.75	\$ 16.75	\$ 17.75	\$ 19.78	\$ 18.76				\$ 12.00	\$ 12.00	\$ 12.00
VIP Coordinator										\$ 14.00	\$ 16.00	\$ 15.00
AUDIO VISUAL												
Audio Visual Supervisor	\$ 14.50	\$ 15.70	\$ 17.87									
Audio Visual Technician	\$ 13.30	\$ 14.50	\$ 14.80									
INFORMATION TECHNOLOGY / MIS												
MIS Coordinator	\$ 15.00	\$ 15.00	\$ 15.00				\$ 20.64	\$ 21.98	\$ 21.31	\$ 25.00	\$ 32.00	\$ 29.00
PC Specialist				\$ 21.00	\$ 21.00	\$ 21.00				\$ 20.00	\$ 26.00	\$ 24.00
Computer Programmer							\$ 16.00	\$ 16.00	\$ 16.00			
Night Differential Amount: (ie: .35, or .50, etc.)		\$ 0.58			\$ 1.19			\$ 0.83			\$ 1.00	
Do you cap (\$) hourly positions: enter 1 or no		1			1			2			1	
If yes, at what year are most capped: (ie: 10, or 12, etc.)		15			5			10			0	

Los Angeles County - Hospitality Industry
Compensation Survey Results



613 South Beachwood Drive, Burbank, California 91506

Phone: 818-845-5584 Fax: 818-845-9484

LIST OF PARTICIPANTS

Zone 1 - LAX & Beach Cities				
2014	2013	2012	2011	2010
Ambrose Hotel	Ambrose Hotel	Ambrose Hotel	Ambrose Hotel	Ambrose Hotel
Casa Del Mar	Casa Del Mar	Casa Del Mar	Belamar Hotel	Casa Del Mar
Crowne Plaza LAX	Crowne Plaza LAX	Crowne Plaza LAX	Casa Del Mar	Crowne Plaza LAX
Doubletree by Hilton Westside	Fairmont Miramar	Fairmont Miramar Hotel	Crowne Plaza LAX	Doubletree Hotel - Torrance
Fairmont Miramar Hotel	Hilton at LAX	Hilton at LAX	Fairmont Miramar Hotel	Embassy Suites at LA Airport - North
Hilton at LAX	Loews Santa Monica Beach Hotel	Hyatt Regency Long Beach	Hyatt Regency Long Beach	Hyatt Regency Long Beach
Hotel Maya Long Beach	Ritz Carlton Marina Del Rey	Loews Santa Monica Beach Hotel	Loews Santa Monica Beach Hotel	Loews Santa Monica Beach Hotel
Le Meridien Delfina Santa Monica	Shade Hotel	Ritz Carlton Marina Del Rey	Radisson Westside	Marriott at LAX
Loews Santa Monica Beach Hotel	Sheraton Delfina Santa Monica	Sheraton Delfina	Ritz Carlton Marina Del Rey	Portofino Hotel & Yacht Club
Ritz Carlton Marina Del Rey	Sheraton Gateway LAX	Shore Hotel	Shade Hotel	Radisson West Side
Shore Hotel	Shore Hotel	Shutters on the Beach	Sheraton Delfina	Ritz Carlton Marina Del Rey
Shutters on the Beach	Shutters on the Beach	Terranea Hotel	Sheraton Gateway LAX	Sheraton Delfina
Viceroy Santa Monica	Viceroy Santa Monica	Viceroy Santa Monica	Shutters on the Beach	Shutters on the Beach
Westin LAX	Westin LAX	Westin LAX	Viceroy Santa Monica	Terranea Hotel
			Westin LAX	Viceroy Santa Monica
				Westin LAX

Los Angeles County - Hospitality Industry
 Compensation Survey Results

Zone 2 - Beverly Hills & West Side				
2014	2013	2012	2011	2010
Avalon Hotel	Avalon Hotel	Angeleno Hotel	Andaz Hotel	Andaz Hotel
Bel Air Hotel	Bel Air Hotel	Avalon Hotel	Angeleno Hotel	Angeleno Hotel
Beverly Hills Hotel	Beverly Hills Hotel	Bel Air Hotel	Avalon Hotel	Avalon Hotel
Beverly Wilshire Hotel	Beverly Wilshire Hotel	Beverly Hills Hotel	Beverly Hills Hotel - Bel Air Hotel	Beverly Wilshire Hotel
Chateau Marmont	Four Seasons Hotel LA	Beverly Wilshire Hotel	Beverly Wilshire Hotel	Chamberlain Hotel
Four Seasons Hotel LA	Hyatt Century Plaza	Four Seasons Hotel LA	L'Ermitage Beverly Hills	L'Ermitage Beverly Hills
Hyatt Century Plaza	L'Ermitage Beverly Hills	Hyatt Century Plaza	Four Seasons Hotel LA	Hyatt Regency Century Plaza
L'Ermitage Beverly Hills	Le Parc Suite Hotel de Grand Luxe	L'Ermitage Beverly Hills	Hyatt Century Plaza	London West Hollywood
London West Hollywood	London West Hollywood	London West Hollywood	Intercontinental Hotel	Maison 140
Mondrian Hotel	Montage Beverly Hills	Maison 140	London West Hollywood	Mondrian Hotel
Montage Beverly Hills	Mr. C Hotel	Mondrian Hotel	Maison 140	Montage Beverly Hills
Sofitel LA	Sofitel LA	Montage Beverly Hills	Mondrian Hotel	SLS Hotel
Sunset Marquis	Standard Hollywood	Palomar Hotel	Montage Beverly Hills	Sofitel LA
	Sunset Marquis	SLS Hotel	Sofitel LA	Sunset Marquis
	W Hotel Los Angeles	Sofitel LA	Sunset Marquis	Tower Beverly Hills
		Sunset Marquis	W Hotel Los Angeles	

Los Angeles County - Hospitality Industry
Compensation Survey Results

Zone 3 - Downtown Los Angeles, Valleys & Other Areas				
2014	2013	2012	2011	2010
Four Seasons Westlake Village Hilton Pasadena	Four Seasons Westlake Village Hilton Pasadena	Courtyard by Marriott - Burbank Four Seasons Westlake Village	Athenaeum (Cal Tech) Four Seasons Westlake Village Good Night Inn Management, Inc. (7 properties represented)	Burbank Airport Marriott Athenaeum (Cal Tech)
Hilton Universal City Hollywood Roosevelt Hyatt Westlake Plaza JW Marriott L.A. LIVE Langham Huntington Line Hotel Los Angeles Athletic Club Omni Los Angeles Hotel Ritz Carlton Los Angeles Sheraton Los Angeles Downtown Standard Los Angeles Warner Center Marriott Westin Bonaventure Westin Pasadena	Hollywood Roosevelt Hyatt Westlake Plaza JW Marriott L.A. LIVE Langham Huntington Los Angeles Athletic Club Millenium Biltmore Hotel Omni Los Angeles Hotel Ritz Carlton Los Angeles Sheraton Universal Universal City Hilton Warner Center Marriott Westin Bonaventure Westin Pasadena	Hilton Pasadena Hollywood Roosevelt Hyatt Westlake Plaza Jonathan Club JW Marriott L.A. LIVE Langham Huntington Marriott - Burbank Airport Omni Los Angeles Hotel Ritz Carlton Los Angeles Standard Los Angeles Universal City Hilton W Hollywood Hotel & Residences Warner Center Marriott Westin Bonaventure Westin Pasadena Westlake Village Inn	Hilton Pasadena Hollywood Roosevelt Hyatt Westlake Plaza Jonathan Club JW Marriott L.A. LIVE/Ritz Carlton LA Millenium Biltmore Hotel Omni Los Angeles Hotel Standard Los Angeles Universal City Hilton W Hollywood Hotel & Residences Warner Center Marriott Westin Bonaventure Westin Pasadena	Four Seasons Westlake Village Hilton Universal City Hollywood Roosevelt Hyatt Westlake Plaza Jonathan Club JW Marriott L.A. LIVE/Ritz Carlton LA Langham Huntington Millenium Biltmore Hotel Omni Los Angeles Hotel Standard Los Angeles Warner Center Marriott Westin Bonaventure Westin Pasadena Westlake Village Inn Wilshire Grand Hotel and Centre

Los Angeles County - Hospitality Industry
 Compensation Survey Results

Zone 4 - Orange & San Diego Counties				
2014	2013	2012	2011	2010
Fairmont Newport Beach	Anabella Hotel	Fairmont Newport Beach	Fairmont Newport Beach	Fairmont Newport Beach
Hilton Waterfront Beach Resort	Hard Rock Hotel	Hard Rock Hotel	Hard Rock Hotel	Hilton Waterfront Beach Resort
Island Hotel	Hilton Waterfront Beach Resort	Hilton Waterfront Beach Resort	Hilton Waterfront Beach Resort	La Costa Resort & Spa
Marriott's Newport Coast Villas	Fairmont Newport Beach	Island Hotel	La Costa Resort & Spa	Montage Laguna Beach
Montage Laguna Beach	Island Hotel	Pelican Hill Resort	Montage Laguna Beach	La Valencia
Pelican Hill Resort	La Costa Resort & Spa	Rancho Valencia Resort & Spa	Pelican Hill Resort	Montage Laguna Beach
Ritz Carlton Laguna Niguel	Marriott's Newport Coast Villas	Ritz Carlton Laguna Niguel	Ritz Carlton Laguna Niguel	Pelican Hill Resort
	Montage Laguna Beach	Shorebreak Hotel	Shorebreak Hotel	Rancho Valencia Resort & Spa
	Pelican Hill Resort			Shorebreak Hotel
	Rancho Valencia Resort & Spa			
	Ritz Carlton Laguna Niguel			
	St. Regis Monarch Beach			

ADDENDUM C
STATEMENT OF ASSUMPTIONS AND LIMITING CONDITIONS

STATEMENT OF ASSUMPTIONS AND LIMITING CONDITIONS

This report is made with the following assumptions and limiting conditions:

Economic and Social Trends - The consultant assumes no responsibility for economic, physical or demographic factors which may affect or alter the opinions in this report if said economic, physical or demographic factors were not present as of the date of the letter of transmittal accompanying this report. The consultant is not obligated to predict future political, economic or social trends.

Information Furnished by Others - In preparing this report, the consultant was required to rely on information furnished by other individuals or found in previously existing records and/or documents. Unless otherwise indicated, such information is presumed to be reliable. However, no warranty, either express or implied, is given by the consultant for the accuracy of such information and the consultant assumes no responsibility for information relied upon later found to have been inaccurate. The consultant reserves the right to make such adjustments to the analyses, opinions and conclusions set forth in this report as may be required by consideration of additional data or more reliable data that may become available.

Hidden Conditions - The consultant assumes no responsibility for hidden or unapparent conditions of the property, subsoil, ground water or structures that render the subject property more or less valuable. No responsibility is assumed for arranging for engineering, geologic or environmental studies that may be required to discover such hidden or unapparent conditions.

Hazardous Materials - The consultant has not been provided any information regarding the presence of any material or substance on or in any portion of the subject property or improvements thereon, which material or substance possesses or may possess toxic, hazardous and/or other harmful and/or dangerous characteristics. Unless otherwise stated in the report, the consultant did not become aware of the presence of any such material or substance during the consultant's inspection of the subject property. However, the consultant is not qualified to investigate or test for the presence of such materials or substances. The presence of such materials or substances may adversely affect the value of the subject property. The value estimated in this report is predicated on the assumption that no such material or substance is present on or in the subject property or in such proximity thereto that it would cause a loss in value. The consultant assumes no responsibility for the presence of any such substance or material on or in the subject property, nor for any expertise or engineering knowledge required to discover the presence of such substance or material. Unless otherwise stated, this report assumes the subject property is in compliance with all federal, state and local environmental laws, regulations and rules.

Zoning and Land Use - Unless otherwise stated, the projections were formulated assuming the hotel to be in full compliance with all applicable zoning and land use regulations and restrictions.

Licenses and Permits - Unless otherwise stated, the property is assumed to have all required licenses, permits, certificates, consents or other legislative and/or administrative authority from any local, state or national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimate contained in this report is based.

Engineering Survey - No engineering survey has been made by the consultant. Except as specifically stated, data relative to size and area of the subject property was taken from sources considered reliable and no encroachment of the subject property is considered to exist.

Subsurface Rights - No opinion is expressed as to the value of subsurface oil, gas or mineral rights or whether the property is subject to surface entry for the exploration or removal of such materials, except as is expressly stated.

Maps, Plats and Exhibits - Maps, plats and exhibits included in this report are for illustration only to serve as an aid in visualizing matters discussed within the report. They should not be considered as surveys or relied upon for any other purpose, nor should they be removed from, reproduced or used apart from the report.

STATEMENT OF ASSUMPTIONS AND LIMITING CONDITIONS

(continued)

Legal Matters - No opinion is intended to be expressed for matters which require legal expertise or specialized investigation or knowledge beyond that customarily employed by real estate consultants.

Right of Publication - Possession of this report, or a copy of it, does not carry with it the right of publication. Without the written consent of the consultant, this report may not be used for any purpose by any person other than the party to whom it is addressed. In any event, this report may be used only with proper written qualification and only in its entirety for its stated purpose.

Testimony in Court - Testimony or attendance in court or at any other hearing is not required by reason of rendering this appraisal, unless such arrangements are made a reasonable time in advance of said hearing. Further, unless otherwise indicated, separate arrangements shall be made concerning compensation for the consultant's time to prepare for and attend any such hearing.

Archeological Significance - No investigation has been made by the consultant and no information has been provided to the consultant regarding potential archeological significance of the subject property or any portion thereof. This report assumes no portion of the subject property has archeological significance.

Compliance with the American Disabilities Act - The Americans with Disabilities Act ("ADA") became effective January 26, 1992. We assumed that the property will be in direct compliance with the various detailed requirements of the ADA.

Definitions and Assumptions - The definitions and assumptions upon which our analyses, opinions and conclusions are based are set forth in appropriate sections of this report and are to be part of these general assumptions as if included here in their entirety.

Dissemination of Material - Neither all nor any part of the contents of this report shall be disseminated to the general public through advertising or sales media, public relations media, news media or other public means of communication without the prior written consent and approval of the consultant(s).

Distribution and Liability to Third Parties - The party for whom this report was prepared may distribute copies of this appraisal report only in its entirety to such third parties as may be selected by the party for whom this report was prepared; however, portions of this report shall not be given to third parties without our written consent. Liability to third parties will not be accepted.

Use in Offering Materials - This report, including all cash flow forecasts, market surveys and related data, conclusions, exhibits and supporting documentation, may not be reproduced or references made to the report or to PKF Consulting in any sale offering, prospectus, public or private placement memorandum, proxy statement or other document ("Offering Material") in connection with a merger, liquidation or other corporate transaction unless PKF Consulting has approved in writing the text of any such reference or reproduction prior to the distribution and filing thereof.

Limits to Liability - PKF Consulting cannot be held liable in any cause of action resulting in litigation for any dollar amount, which exceeds the total fees collected from this individual engagement.

Legal Expenses - Any legal expenses incurred in defending or representing ourselves concerning this assignment will be the responsibility of the client.