

2009 Mid-size Construction Executive Compensation Module 1C

Payroll Date: May 1, 2009
Data Due: May 29, 2009
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MANAGEMENT CONSULTING • INVESTMENT BANKING
for the CONSTRUCTION INDUSTRY

Mid-size Construction Executive Compensation Survey – 2009

Instructions

Please return this page with your data:

Company Name _____

Street Address _____

City, State, Zip _____

Who should be contacted to answer questions about your survey submission?

Name _____

Title _____

Phone # _____ FAX # _____

E-Mail _____

Address
(if different than above) _____

If different from above, to whom should the survey results be sent?

Name _____

Title _____

Phone # _____ FAX # _____

E-Mail _____

Address
(if different than above) _____

Please Return by May 29, 2009 to:

Denise McMahon
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5080 North 40th Street, Suite 245
Phoenix, AZ 85018
Phone: (602) 381-8108
Fax: (602) 381-8228
e-mail: denise@analyticalfmi.com

Mid-size Construction Executive Compensation Survey – 2009 Instructions

Position Descriptions	Included here and are also listed at http://www.analyticalfmi.com/ .
Ownership	Check: S Corp, C Corp, LLC or Other.
Unit Number	Enter a number to identify and track a unit. Begin with 1 for the corporate/primary unit.
Principle Industries	Enter the numbers and letters indicating markets served (see page two).
Revenue	Enter actual last fiscal year revenues. Enter as whole numbers, e.g. \$380,000,000.
Net Income Before Taxes	Enter actual last fiscal year net income before taxes, do not round.
Number of Salaried Employees	Enter number exclusive of any hourly employees.
Employee Number	This will assist us in tracking an employee from year to year.
Base Salary	Report in thousands per year, you may round to one digit after the decimal. For example, \$48,780 should be reported as \$48.8.
Target Bonus Percent	If you have established formal target bonuses, please report your target bonus as a percent of base.
Annual Bonus	Report amount earned for last year's performance. Do not include amounts earned from multi-year plans.
Established Salary Ranges	If you have formal salary ranges, report the minimum, midpoint and maximum of the range.
Long Term Incentive Plans & Perquisites	Using the legend at the bottom of the data collection form, circle those that apply to any position surveyed. Definitions are included with these instructions.
Owner	Circle Yes if the incumbent is an owner of the company. Otherwise, leave the field blank.

Mid-size Construction Executive Compensation Survey – 2009

Instructions

Principle Industries

1. Power

- a. Cogeneration
- b. Transmission and Distribution
- c. Hydro Plants
- d. Operation and Maintenance
- e. Nuclear

2. Manufacturing/Industrial Process

- a. Electronics Plants
- b. Auto Plants
- c. Steel Plants
- d. Chemical Plants
- e. Aerospace Plants
- f. Pharmaceuticals Plants
- g. Pulp and Paper Plants
- h. Food and Beverage Plants

3. General Building

- a. Retail
- b. Correctional Facilities
- c. Distribution and Warehouses
- d. Education
- e. Office Buildings
- f. Sports Complexes
- g. Religious and Cultural
- h. Government Buildings
- i. Hospitality
- j. Entertainment
- k. Healthcare

- l. Multi-unit Residential

4. Telecommunications

- a. Towers and Antennae
- b. Transmission Lines and Cables
- c. Web Hotels

5. Oil & Gas

- a. Refineries and Petrol Chemical Plants
- b. Maintenance
- c. Pipelines
- d. Offshore Facilities

6. Transportation

- a. Mass Transit and Railways
- b. Bridges
- c. Highways
- d. Airports
- e. Marina/Port Facilities

7. Environmental

- a. Water Supply
- b. Water Treatment
- c. Transmission Lines and Aqueducts
- d. Dams and Reservoirs
- e. Sewage and Solid Waste
- f. Hazardous Waste
- g. Waste Water Treatment
- h. Chemical and Solid Remediation

Mid-size Construction Executive Compensation Survey – 2009

Instructions

DEFINITIONS

LONG-TERM INCENTIVE PLANS

- A. **Incentive Stock Option (ISOs).** A stock option that gives an executive the right to buy a certain number of shares in the company, at a fixed price, for a certain number of years. An incentive stock option meets the criteria in the Internal Revenue Code for preferential tax treatment.
- B. **Non-qualified Stock Option (NSOs).** A stock option that gives an executive the right to buy a certain number of shares in the company, at a fixed price, for a certain number of years. A non-qualified option does not meet the criteria in the Internal Revenue Code for preferential tax treatment.
- C. **Restricted Stock.** Shares of employer stock awarded to the executive at no cost that are not vested until certain conditions are met.
- D. **Long-term Cash Plan.** Units provided at no cost to the executive. The value of these units is earned by meeting specific performance goals.
- E. **Stock Appreciation Right (SARs).** This is the right to receive, at no cost to the executive, the appreciation on a number of shares of employer stock over a specified period. In privately held companies, SARs are very similar to Phantom Stock.
- F. **Phantom Stock.** This is the unit corresponding to employer stock given to the executive that is simply a promise to pay a bonus in the form of the equivalent of either the value of company shares, as determined by a specified method, or the increase in that value over a period of time. May be referred to as SARs.

NON-CASH PERQUISITES

- 1. **Automobile.** Company provides an automobile or allowance to the executive.
- 2. **Luncheon Club.** Company pays cost of membership to a luncheon club(s).
- 3. **Airline Club.** Company pays cost of membership to an airline club(s).
- 4. **Country Club.** Company pays cost of membership to a country club.
- 5. **First Class Air.** Executive is permitted to fly First Class on all business-related flights.
- 6. **Deferred Compensation Plan.** This is the option to defer a portion or all of salary or bonus. Deferred compensation plans are non-qualified.
- 7. **Supplemental Vacation.** Executive receives more vacation time and may receive it sooner than the basic vacation plans of the company.
- 8. **Supplemental Medical.** Executive has reduced co-payments, deductibles and other related medical expenses differing from the basic medical plans offered.
- 9. **Supplemental Disability.** Executive receives a larger percent of pay if disabled than the basic disability plan offers.
- 10. **Supplemental Retirement.** Executive receives additional retirement benefit not offered under the basic retirement benefit. These non-qualified plans provide additional retirement benefits above the basic retirement plan.

Mid-size Construction Executive Compensation Survey – 2009 Job Descriptions

JOB DESCRIPTIONS- For Corporate Data Collection Form

Job #	Job Title	Job Description
Corporate Positions		
1	CEO and Board Chair	Highest position in the organizational unit. Reports to the Board of Directors and serves as Chairman of the Board.
2	Board Chair (Non CEO)	Serves as Chairman of the Board.
3	Chief Executive Officer (Non Board Chair)	Highest position in the company.
4	Chief Operating Officer	Second in command, may be called President or VP of Operations. Manages Engineering, Construction and Project Management.
5	Operations Head	In the absence of the COO, manages Project Management and Construction. Not a corporate officer.
6	Chief Administrative Officer	Manages at least three of these staff activities: Finance, Human Resources, Information Systems, Legal, Risk Management, Tax, and Development and Planning.
7	Top Human Resources Executive	Manages compensation, benefits, staffing, compliance with legislation and management, development and training. Incumbent may have additional areas of responsibility such as public relations, payroll, office services, safety and security.
8	2nd level Human Resources	Reports to Top Human Resources Executive. May be responsible for compensation, benefits, staffing or training.
9	Chief Financial Officer	Responsible for primary and division accounting, tax accounting and cash management. May also be responsible for foreign accounting, exchange and letters of credit, auditing, project finance, client credit management, fund raising in capital markets, information services, payroll and office services.
10	Controller	This is the top accounting and budgeting executive. Reports to CFO if CFO position is staffed.

Mid-size Construction Executive Compensation Survey – 2009 Job Descriptions

For Corporate Data Collection Form

Job #	Job Title	Job Description
Corporate Positions		
11	Assistant Controller	Assists direction of corporate accounting functions. Focus includes accounts payable, cost accounting and financial reporting. Assists Controller in development and maintenance of planning and budgeting systems, preparation of financial reports, and presentation of findings and recommendations to senior management.
12	Risk Management	Top insurance executive responsible for insuring against damage, depletion or destruction from unintended causes arising from product/equipment malfunction, criminal activity or natural disaster. Negotiates services, premiums and cost allocations.
13	CIO/Information Systems Head	Directs all programming, data systems, telecommunications and web administration. May also supervise scientific applications and CADD/GIS. May be called Information Technology Executive.
14	2nd Level Information Systems	Reports to CIO/Top Information Systems Executive. Specializes in one or more functional areas such as network administration, web design or CADD/GIS.
15	Top BIM	Responsible for Building Information Modeling in the company.
16	Chief Estimator	Provides project estimating for bidding and contract planning. Works closely with cost personnel in preparation of project budgets.
17	Pre-construction Head	Supervises pre-development of construction techniques and cost; manages construction documents, schedules and budgets; heads development and design teams; solicits subcontractors and composes scope of work for contracts.
18	Safety Head	Has company-wide responsibility for safety programs and direct or indirect management over all safety professionals.
19	Top Business Development	Manages, directly or indirectly, all non-operations positions related to obtaining and keeping a client. Functions supervised include sales, marketing, and can include proposal management and public relations.

Mid-size Construction Executive Compensation Survey – 2009 Job Descriptions

For Division Data Collection Form

Job #	Job Title	Job Description
Division Positions		
40	Division General Manager	Has P&L responsibility and oversees business development, project management and other operating activities for the division.
41	Division Human Resources	Manages compensation, benefits, staffing or training.
42	Division Controller	This is the top accounting and budgeting executive in a division.
43	Division Operation Head	Coordinates and supervises activities of project management and construction at the division level.
44	Division Estimating	Provides project estimating for bidding and contract planning. Works closely with Division Controller in preparation of project budgets.
45	Division Safety	Direct or indirect manager of division safety professionals.
46	Division Business Development Head	Directly or indirectly manages all non-operations positions related to obtaining and keeping a client. Functions supervised include sales, marketing and can include proposal management.
47	Division BIM	Manages Building Information Modeling.

Mid-size Construction Executive Compensation Survey – 2009 Corporate Data Collection Form

Ownership C Corp S Corp LLC Other

Net Income before taxes (actual) _____ Annual Revenue (actual) _____ Number of Salaried Employees _____

Unit Number _____ 1 _____ HQ Location _____ Principle Industries _____

(Compensation in 000's)

	Job Title	Employee #	Base Salary as of May 1	Target Bonus (% of base)	Annual Bonus (actual)	Formal Salary Range			LTI (Circle letters that apply)	Perks (Circle numbers that apply)	Comments	Owner (Circle if Yes)
						Min	Mid	Max				
1	CEO and Board Chairman								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
2	Board Chairman(Non-CEO)								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
3	Chief Executive Officer (Non Board Chair)								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
4	Chief Operating Officer								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
5	Operations Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
6	Chief Administrative Officer								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
7	Top Human Resource Executive								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
8	2nd Level Human Resources								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
9	Chief Financial Officer								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes

LTI Legend

- A - Incentive Stock Option
- B - Non-Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 - Automobile/Allowance
- 2 - Luncheon Club
- 3 - Airline Club
- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

Mid-size Construction Executive Compensation Survey – 2009 Corporate Data Collection Form

(Compensation in 000's)

	Job Title	Employee #	Base Salary as of May 1	Target Bonus (% of base)	Annual Bonus (actual)	Formal Salary Range			LTI (Circle letters that apply)	Perks (Circle numbers that apply)	Comments	Owner (Circle if Yes)
						Min	Mid	Max				
10	Controller								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
11	Assistant Controller								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
12	Risk Management								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
13	CIO/Information Systems Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
14	2nd Level Information Systems								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
15	Top BIM								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
16	Chief Estimator								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
17	Pre-Construction Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
18	Safety Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
19	Top Business Development								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes

LTI Legend

A - Incentive Stock Option
 B - Non-Qualified Stock Option
 C - Restricted Stock Option
 D - Long-Term Cash Plan
 E - Stock Appreciation Rights
 F - Phantom Stock

Perks Legend

1 - Automobile/Allowance
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 7 - Supplemental Vacation
 8 - Supplemental Medical
 9 - Supplemental Disability
 10 - Supplemental Retirement

Mid-size Construction Executive Compensation Survey – 2009

Division Data Collection Form

(Duplicate this page if reporting multiple divisions)

Division Number*: _____ Division Net Income Before Taxes (actual) _____ Division Annual Revenue (actual) _____

of Salaried EEs in Division _____ Division Location _____ Principle Industries _____

(Compensation in 000's)

	Job Title	Employee #	Base Salary as of May 1	Target Bonus (% of base)	Annual Bonus (actual)	Formal Salary Range			LTI (Circle letters that apply)	Perks (Circle numbers that apply)	Comments	Owner (Circle if Yes)
						Min	Mid	Max				
30	Division General Manager								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
31	Division Human Resources								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
32	Division Controller								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
33	Division Operation Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
34	Division Estimating								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
35	Division Safety								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
36	Division Business Development Head								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes
37	Division BIM								A B C D E F	1 2 3 4 5 6 7 8 9 10		Yes

* Use only if reporting multiple divisions. Assign each division a number (1,2,3, etc.)

LTI Legend

- A - Incentive Stock Option
- B - Non-Qualified Stock Option
- C - Restricted Stock Option
- D - Long-Term Cash Plan
- E - Stock Appreciation Rights
- F - Phantom Stock

Perks Legend

- 1 - Automobile/Allowance
- 2 - Luncheon Club
- 3 - Airline Club
- 4 - Country Club
- 5 - First Class Air
- 6 - Deferred Compensation
- 7 - Supplemental Vacation
- 8 - Supplemental Medical
- 9 - Supplemental Disability
- 10 - Supplemental Retirement

Mid-size Construction Executive Compensation Survey – 2009 Board of Directors Data Collection Form

1. How many directors are on your board?

Inside directors _____

Outside directors _____

If no outside directors, stop here.

2. Board meeting fees

Amount to attend in person _____

Amount to attend by telephone _____

3. Committee meeting fees

Amount to attend in person _____

Amount to attend by telephone _____

If committee meeting is held at the same time as the Board meeting, is the committee fee reduced? Yes No

4. Do you pay a retainer? Yes No

If yes, what is the annual amount? _____

5. Committee Chair - Do you pay a retainer or premium for chairing a committee?

	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Amount
Audit	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Compensation	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Nominating or Governance	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____
Other	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____

6. Non-cash Compensation

Do outside directors receive any perquisites, benefits, stock or stock options?

If yes, please list:
